

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**

Regular Session Wednesday March 12, 2014 3:30 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 Regular 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 dnswwma@recycledelnorte.ca.gov

3:30 PM CALL MEETING TO ORDER

PLEASE NOTE: The Board will hold closed Sessions (if scheduled and necessary) at the end of the open portion of the meeting.

PUBLIC COMMENTS:

3:30 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. DEL NORTE SOLID WASTE TASK FORCE – No Items

2. CONSENT AGENDA

2.1 Approve minutes, Regular Session, Tuesday February 11, 2014. **

- 2.2 Acknowledge and file applications to CalRecycle to the City/County Annual Payment and Reporting System (CAPRS) to support and promote recycling programs including beverage containers in Del Norte County. **
- 2.3 Approve budget transfer in the amount of \$1,952 from Household Hazardous Waste Event to legal counsel. **

END CONSENT AGENDA

3. DIRECTOR'S & TREASURER'S REPORTS

Agenda items 3.1 through 3.5 are provided for information only

- 3.1 Acting Director's Report **
- 3.2 Treasurer/Controller Report for January 2014 **
- 3.3 Claims approved by Treasurer & Director for February 2014 **
- 3.4 Monthly Cash and Charge Reports for February 2014 **
- 3.5 Earned Revenue Comparisons between FY12/13 and FY13/14 **

END DIRECTOR'S & TREASURER'S REPORTS

DISCUSSION/ACTION ITEMS

4. LANDFILL POSTCLOSURE – No Items

5. COLLECTIONS FRANCHISE

- 5.1 Discussion and possible action regarding letter of February 27, 2014 from Recology Del Norte requesting rate adjustments based on changes to the Consumer Price Index, to become effective July 1, 2014. **

6. TRANSFER STATION

- 6.1 Discussion and possible action regarding letter of February 28, 2014 from Hambro / WSG requesting service fee adjustments based on changes to the Consumer Price Index, to become effective July 1, 2014. **
- 6.2 Discussion and possible action regarding sending a letter from Authority legal counsel Martha Rice to American Refuse, congratulating them on being awarded the contract for solid waste collection at Pelican Bay State Prison and informing them of the requirement to deliver solid waste collected within Del Norte County to the Del Norte County Transfer Station per the Authority's flow control ordinance. **

7. GENERAL SOLID WASTE AUTHORITY MATTERS

- 7.1 Discussion and possible action regarding development, implementation and monitoring of additional fiscal controls addressing regular practices of the Del Norte Solid Waste Management Authority. **
- 7.2 Discussion and possible action regarding comments, questions, and input related to the Draft Report from R3 Consultants on Assessment of the Del Norte Solid Waste Management Authority. **
- 7.3 Discussion and possible authorization of payment of claim to R3 Consulting Group for Invoice 7261 in the amount of \$16,930.00 **
- 7.4 Discussion and possible authorization of claim to R3 Consulting Group for Invoice 7281 in the amount of \$8,068.75 **
- 7.5 Discussion and possible action regarding re-introducing and waiving the first reading of Authority Ordinance 2014-02, regarding Flow Control and Franchises. **
- 7.6 Discussion and possible actions regarding nominations for 2014 Green Ribbon Awards. **
- 7.7 Discussion and possible action regarding setting a special meeting of the Del Norte Solid Waste Management Authority for 3:30 PM on either March 25, 16 or 27, 2014 to discuss the draft budget for FY 14/15.

CLOSED SESSION:

- 1. CONFERENCE WITH LABOR NEGOTIATORS: Agency designated representatives: Rick Holley and Martha Rice; Employee Organization: Mid-Management (Ward, Valdez).**

**** Asterisks next to Agenda Item indicates an associated attachment**

MINUTES
DEL NORTE SOLID WASTE MANAGEMENT AUTHORITY
CITY OF CRESCENT CITY
COUNTY OF DEL NORTE
STATE OF CALIFORNIA
Regular Session, Tuesday February 11, 2014, 3:30 PM

PRESENT: Commissioner Rich Enea, City Alternate
Commissioner Roger Gitlin, Chair
Commissioner Rick Holley, Vice-Chair
Commissioner Mike Sullivan
Commissioner Mary Wilson, Secretary/Clerk
Legal Counsel Martha Rice
Acting Director/Program Manager Tedd Ward
Treasurer/Controller Richard Taylor

ABSENT: Commissioner Ron Gastineau, City

ALSO PRESENT: Dave Mason, County Code Enforcement Officer
Wes Nunn, Solid Waste Task Force
Karen Phillips, PS Business Services
Jay Sarina, CAO Del Norte County
Clinton Schaad, County Auditor
Tommy Sparrow, Recology Del Norte
Joe Wallen, Hambro/WSG
Wes White, Hambro/WSG

3:30 PM CALL MEETING TO ORDER

Chairman Gitlin called the meeting to order in regular session at 3:30 p.m. and Commissioner Holley led the pledge of allegiance.

3:30 PM PUBLIC COMMENTS.

The following person(s) addressed the Commission: Elizabeth Henry asked that the Authority ordinances not be repealed as suggested by the Solid Waste Task Force. She feels that the timing is poor with the pending report from the consultant.

1. REPORT FROM DEL NORTE SOLID WASTE TASK FORCE

- 1.1 Draft minutes from Del Norte Solid Waste Task Force Meeting of 30 January 2014.

Wes Nunn, Chairman of the Solid Waste Task Force reported they lost a member of the task force and he would like to ask that the position be filled by the Authority. The task force approved repeal of the ordinances and noting that the Authority is not in the business of collection. Further, the task force was not sure why the Authority should be involved in blight abatement. They would like direction and suggestions for focus from the Authority. Staff noted that the Authority is a part of trash collection, and oversees the business that collects the refuse, and hauling. During discussion with Mr. Nunn, it was noted that the recommendations from 2012 are different than the new recommendation, which includes repeal of 2008-01. The meeting of the City and the County staff to discuss the ordinances did not occur as requested and now the task force is asking to have all the ordinances repealed. Commissioner Holley asked about background detail to support the recommendation to repeal, noting that he had hoped for an explanation of each ordinance, and why it was good or bad. Mr. Nunn noted that the task force could give more information if the Authority would like.

Bill Lonsdale asked about any potential conflict of interest that might occur regarding Commissioner Wilson sitting on the task force and the Authority board. Counsel noted that there is nothing incompatible with Ms. Wilson serving in both capacities as the task force is an advisory committee to the Authority. See action item below.

2. CONSENT AGENDA

- 2.1 Approve minutes, Regular Session, Wednesday January 8, 2013.
- 2.2 Approve Minutes, Special Session, Tuesday January 28, 2014.
- 2.3 Receive and file report on Payments to Del Norte County for I-bank Loan. 090201
- 2.4 Acknowledge and file Semi-Annual Monitoring Report for the Crescent City Landfill for July – December 2013. 230101A
- 2.5 Authorize signature on Personnel Action Form for Authority's Acting Director to be updated to lowest step of Authority Director's pay class, effective 22 August 2013. 101501
- 2.6 Authorize payment of claim to R3 Consulting Group for Invoice 7245 in the amount of \$6,186.25 130101
- 2.7 Authorize payment of claim to Robert Black for legal counsel services as invoiced for September, October, and December for a total amount of \$5,259.80
- 2.8 Authorize payment of claim to Fisch Drilling in the amount of \$9,837.00
- 2.9 Authorize payment of claim to Busch Geotechnical Consultants in the amount of up to \$8,552.00

END CONSENT AGENDA

Staff clarified that the invoice for Busch Geotechnical (Item 2.9) was being recommended for payment in the amount of \$3,600 only. \$3,600 was previously approved by the Authority. Staff will review the additional work charges Busch performed and bring it back to the Authority as necessary.

On a motion by Commissioner Enea, seconded by Commissioner Wilson, and unanimously carried on a polled vote, with Commissioner Sullivan absent, the Del Norte Solid Waste Management Authority approved and adopted the consent agenda, consisting of items 2.1 through 2.9, with the amendment to 2.9 as noted.

3. DIRECTOR'S & TREASURER'S REPORTS

Agenda items 3.1 through 3.5 are provided for information only

- 3.1 Acting Director's Report 231501
- 3.2 Treasurer/Controller Report for December 2013
- 3.3 Claims approved by Treasurer & Director for January 2014
- 3.4 Monthly Cash and Charge Reports for January 2014
- 3.5 Earned Revenue Comparisons between FY12/13 and FY13/14

END DIRECTOR'S & TREASURER'S REPORTS

The above listed reports were discussed and/or presented in the agenda packet. Staff has an iPad and the agendas were presented in that format for the first time this month. Commissioner Wilson however, would like to continue to receive a paper agenda and staff has noted that request. The detective working on the missing funds investigation did note that their investigation was complete; however, staff had not received the final report yet. The bad debt item was discussed as having been referenced in the special investigator's report and therefore commissioners expressed concern about writing off the debt as listed in Item 7.1 below, until the investigation report was received. Chairman Gitlin pulled Item 7.1 from the agenda until a later date. Treasurer Rich Taylor reported on the sublease payable in 2.3 briefly. Commissioner Wilson noted that she has reviewed the revenues and expenses back to 2006 to outline tonnage, income and the expenses and bottom line comparisons over the years. She hopes to have the numbers to the Authority soon so there can be some projection of future revenues and expenditures. The Treasurer will be reviewing the numbers with Ms. Wilson before they are presented to the Authority. No action was recommended or taken at this item on these matters.

DISCUSSION/ACTION ITEMS

4. LANDFILL POSTCLOSURE

- 4.1 Receive and file "Groundwater Well Installation Records and Lithologic Data, Crescent City Landfill, Crescent City, California." 230102

This was a receive and file matter, no action was taken.

- 4.2 Discussion and possible action regarding revised draft 'Pledge of Revenue Agreement establishing Financial Assurance for Postclosure Maintenance and Potential Corrective Action relating to the Crescent City Landfill.' 060901, 022104, 130102

Discussion was held regarding the revised draft pledge of revenue agreement. There is no "sunset clause" the agreement remains in effect until revised and replaced, according to staff, who offered to look into the matter and see if there is an end date before 2036. Commissioner Wilson expressed concern that any agreements of this kind include an end date. It was noted that any ordinance of the Authority now needs to be separately approved by the City and the County prior to final adoption by the Authority in order to bind the agencies.

Commissioner Sullivan entered the meeting at 4:17 p.m.

Commissioner Wilson noted that she is not happy about the open-ended revenue pledge. Counsel noted that the California Resources Code sets out the regulations for the pledge of revenue and other options for the agencies. Staff suggested that a sentence could be added that the pledge "would remain in effect until revised, repealed or no longer required under California law or regulation."

On a motion by Commissioner Wilson, seconded by Commissioner Holley, and unanimously carried on a polled vote, the Del Norte Solid Waste Management Authority directed staff to present the agreement to the City and County separately for review and approval. After a single version has been approved and adopted by both member agencies, staff will present the agreement and associated resolution to the Authority for adoption, with "termination" language listed above.

5. COLLECTIONS FRANCHISE

- 5.1 Acknowledge and file 13 January 2014 letter to Recology Del Norte regarding setting up direct deposit procedures to receive funds for disposal charges and franchise fees. **031507**

Discussion was held regarding the letter sent from Mr. Ward to Recology regarding direct deposit procedures for receipts from Recology Del Norte. Staff has been working with the County Auditor and Treasurer and Recology to get this established and working prior to April. No action was necessary.

6. TRANSFER STATION

- 6.1 Discussion and possible action regarding receipt of oil-based paints, stains, and architectural coatings daily at the Del Norte County Transfer Station under a partnership between Hambro/WSG and PaintCare as authorized by Transfer Station Operations Change Order 17. 160109

Discussion was held regarding the receipt of paints, stains, etc. on an ongoing basis. Staff thanked the agencies for their help with this program. Now, these materials will be taken each day that the transfer station is open, which will help immensely. A deposit is paid each time you purchase paint, stains, etc to pay for this program. No action was taken.

7. GENERAL SOLID WASTE AUTHORITY MATTERS

- 7.1 Discussion and possible action regarding writing off 'bad debts' for Fiscal Year 12/13, and development, implementation and monitoring of additional fiscal controls into regular practices of the Del Norte Solid Waste Management Authority. 022102, 012101, 040501

This matter was pulled from the agenda pending the investigation report.

- 7.2 Discussion and possible action regarding application to CalRecycle to the City/County Annual Payment and Reporting System (CAPRS) to support and promote recycling programs including beverage containers in Del Norte County. 071802

Discussion was held. Staff was directed to send a letter to advocate for the continuance of this beverage container recycling programs to the State legislators.

On a motion by Commissioner Wilson, seconded by Commissioner Holley, and unanimously carried on a polled vote, the Del Norte Solid Waste Management Authority direct staff to prepare and submit application for funding under CalRecycle's CAPRS program.

- 7.3 Discussion and possible action regarding possible development of Code of Ethics and Conduct for the Del Norte Solid Waste Management Authority. 052001

Discussion was held. Staff recommended that the code be approved and: 1) that the Board direct each Commissioner to read and sign the Authority Code of Ethics and Conduct and provide a copy of that signed document for the Authority's files, and 2) that the Board direct staff to take steps necessary to obtain and appropriately file signed copies of the Authority Code of Ethics and Conduct by the Authority Treasurer/Controller and all appointed members of

the Del Norte Solid Waste Task Force. This document is in addition to the training that is necessary every two years. Consensus was to approve the code and have all members sign acknowledgement and send to staff.

- . 7.4 Discussion and possible action regarding the formation, responsibilities and history of the Del Norte Solid Waste Management Authority with respect to Ordinances addressing blight and illegal dumping. 151801, 031205

Discussion was held regarding this information, the 5th in the series of educational vignettes for the Authority. Ordinances are in place to handle discards of people, as well as the collection, and direction for self-hauling at the appropriate sites (transfer stations/recycling). No action was necessary.

- 7.5 Discussion and possible action regarding Authority Ordinance 2014-01, repealing Authority Ordinances 2008-01, 2008-02, 2008-03, and 2009-01. 151801

Discussion was held regarding approving Ordinance 2014-01, which would repeal Authority Ordinances 2008-01, 2008-02, 2008-03 and 2009-01. See the public comments above under Item 1.1 also. Staff recommended that the Authority not approve Ordinance 2014-01, but direct staff and the task force to review additional information, analysis or changes. A letter was received from the Interim Director of the Del Norte County Community Development Department and the City Manager of Crescent City requesting that no action be taken until the independent consultant has concluded their work and reported back to the Authority. Mr. Mason, Code Enforcement Officer, pointed out some of the issues with doing away with ordinances. Commission Sullivan noted that the City and County staff have been asked to meet for two years to come up recommendations regarding what works for the two entities in the ordinance currently on the books and that has not occurred. Goals and objectives would be necessary according to Mr. Mason in order to come up with a good answer to the City and County reviewing the ordinances. Commissioner Sullivan asked that staff go through the ordinance and see if there are parts that are necessary for staff to do their job. Commissioner Holley briefly ran through Ordinance No. 2008-01 and noted that those matters are not within the City or County ordinances and he does not understand what makes them a bad idea now. Mr. Mason offered that the direction needs to come from the Board of Supervisors and the City Council to have staff act on the request of the Authority. Bill Lonsdale spoke in favor of the staff recommendation and noted that these are the only tools that Mr. Mason has to work with at this time. Andy Larson spoke regarding the adoption of ordinances that matched in both the City and the County. Future ordinances have to be approved and adopted by the respective bodies before they can be adopted by the Authority. Wes Nunn noted that the repeal of these ordinances would allow the current Authority to review the necessary

sections and adopt those necessary for staff to follow and use for enforcement purposes. Elizabeth Henry noted that the ordinances need work and she feels that the County should get some reimbursement for the time that Mr. Mason puts into work for the Authority. She does not feel that ordinances need to be repealed. Victoria Dickey commented on the 40 some pages of ordinances, all included, and noted that they should be repealed in order to get staff's attention as to what they need to have in place, as well as provide the task force with their work. Commissioner Wilson gave a history of the ordinances and noted that the Authority is not able to take on any more costs. The ordinances lack transparency and are too long, in her opinion, there is confusion due to inconsistencies between the City and County ordinances. She feels that this is not fair to the community. The laws need to be enforced consistently across the agencies. Does the Authority need to be an enforcement agency? Commissioner Holley noted that he appreciates the detail of the discussion brought up by Ms. Wilson and noted that the ordinances all seem to be regarding blight. Staff noted that the mandatory recycling regulations were included as well as the construction regulations due to CalGreen. The ordinances were developed because the responsibilities taken on by this body and are fairly low priority to the City and County staff due to their staffing levels and workload. Commissioner Holley would like to take a "bigger picture" look at solid waste, he feels that it is early to have this discussion and the timing is not right to repeal the ordinance. Commissioner Sullivan noted that the Authority is a utility and not a social change agency. He would like staff to indicate the portions of the ordinance that need to be in place for them to do their jobs and to get rid of the rest. Discussion was held regarding what agency was responsible for the recycling. Commissioner Wilson asked about the joint powers authority and noted the need for majority vote of the City Council and the Board of Supervisors. Commissioner Enea noted that the 10 member board (City Council and Board of Supervisors) heard nothing but complaints about ordinances of the Authority not being approved by elected officials. Any ordinance would need to go before the City Council and the County Board of Supervisors after introduction by the Authority and then come back to the Authority after both bodies approve it to be passed by this Authority prior to going into effect.

A motion by Commissioner Sullivan, seconded by Commissioner Holley, to table this matter until the April meeting so City and County staff could get together and come back with the portions of the ordinances that work for them. The motion failed to pass on a two-fifths polled vote, with Commissioners Wilson, Gitlin and Enea voting "no"

On a motion by Commissioner Enea, seconded by Commissioner Wilson, and carried on a four-fifths polled vote, with Commissioner Holley voting "no", the Del Norte Solid Waste Management Authority introduced, and waived the reading of Ordinance No, 2014-01. The ordinance will be forwarded to the

City of Crescent City and the Del Norte County Board of Supervisors for approval prior to coming back to the Authority for final adoption.

7.6 Discussion and possible action regarding Authority Ordinance 2014-02, regarding Flow Control and Franchises. 151801

Discussion was held. Staff noted that they did not have anything to do with the ordinance and could not report on it. Commissioner Holley asked about the exclusivity of the franchise. Discussion was held regarding injunctive relief, misdemeanor offenses and other issues. Wes Nunn noted that he thinks that this ordinance should be adopted prior to Ordinance No 2014-01 being adopted. .

On a motion by Commissioner Sullivan, seconded by Commissioner Enea, and carried on a four-fifths polled vote, with Commissioner Holley voting "no", the Del Norte Solid Waste Management Authority read in title only, waived the reading and introduced Ordinance No. 2014-02. This ordinance will also go before the City Council of Crescent City and the Del Norte County Board of Supervisors before coming back to the Authority for final adoption.

ADJOURN:

There being no further business to come before the Authority, Chairman Gitlin adjourned the meeting at 5:45 p.m. until the next regularly scheduled meeting on March 12, 2014

Roger Gitlin, Chair
Del Norte Solid Waste Management Authority

Date / /

ATTEST:

Mary Wilson, Secretary/Clerk of the Board

Date / /



City/County Annual Payment Request System Funding Request

Del Norte County

Funding Request Cycle : FY 2013-2014	Submitted On: 2/19/2014	Eligible Funds: 10,000
Status: Recommended for Payment	Submitted By: Tedd Ward	
		Total Payment Amount: 10,000

Program Requirements

1) Provide a brief description of the proposed project(s) that you plan to implement with city/county payment program funds. Public Resources Code 14581 (a)(4)(B).

1) Increase awareness of recyclable materials through promotions at local events such as the Youth and Family Fair and County Fair; 2) Promote recycling through curbside, drop-off, streetside, and office recycling programs; 3) Continue education on adverse impacts of plastics and litter in the ocean; and 5) Promote general awareness of product stewardship, especially as it relates to beverage containers.

2) Please specify supermarket siting information pursuant to Public Resources Code 14581 (a)(4)(F).

Have you prohibited the siting of a supermarket site? :

No

Have you caused a supermarket to close its business? :

No

Have you adopted a land use policy that restricts or prohibits the siting of a supermarket site within your jurisdiction? :

No

3) Are you currently participating in mediation mandated by AB 506 , have you attempted to initiate such mediation or have you declared a fiscal emergency within the last 12 months? Note: The answer is for informational purposes and will not be used to determine eligibility for payment funding.

No

4) These funds shall not be used for activities unrelated to beverage container recycling or litter reduction, Public Resources Code 14581 (a)(4)(C).

Yes, I Accept

Contacts				
Name	Contact Type	Title	Phone	Email
Mr. Tedd Ward	Funding Request, Secondary	Acting Director	(707) 456-1100	tedd@recycledelnorte.ca.gov
Ms. Dawn Langston	Primary	Tax Collector	(707) 464-7283	dlangston@co.del-norte.ca.us

Addresses		
Address	Address Type	County
1700 State Street Crescent City, 95531	Mailing Payment Physical	Del Norte

Submitted Activities		
Activity Group	Activity Item	Budgeted Funds
Beverage Container Collection Programs	Government / Office Buildings Curbside - Residential Curbside - Multi-family Schools - Middle Community Events Recycling Bins	1,500
Litter Clean-up	Public Parks / Recreational Areas	500
Advertising/Promotional	Media (TV, Radio, Video) Print Ads / Flyers / Posters	5,000

Recycling Education	Schools - Elementary Schools - Middle Schools - High General Public Workshops / Presentations Recycling Hotline / Website Recycling Guides / Booklets / Brochures Exhibits / Booths	1,000
Personnel	Recycling Coordinator Program Administrator Training	2,000
Total:		10,000

Activity Expenditures

Current Activity Group	Current Activity Item	Budgeted Funds
Beverage Container Collection Programs	Government / Office Buildings Curbside - Residential Curbside - Multi-family Schools - Middle Community Events Recycling Bins	1,500
Litter Clean-up	Public Parks / Recreational Areas	500
Advertising/Promotional	Media (TV, Radio, Video) Print Ads / Flyers / Posters	5,000
Recycling Education	Schools - Elementary Schools - Middle Schools - High General Public Workshops / Presentations Recycling Hotline / Website Recycling Guides / Booklets / Brochures Exhibits / Booths	1,000
Personnel	Recycling Coordinator Program Administrator Training	2,000
Recycled Content Products		0
Total:		10,000



City/County Annual Payment Request System Funding Request

Crescent City

Funding Request Cycle : FY 2013-2014	Submitted On: 2/19/2014	Eligible Funds: 5,000
Status: Recommended for Payment	Submitted By: Tedd Ward	
		Total Payment Amount: 5,000

Program Requirements

1) Provide a brief description of the proposed project(s) that you plan to implement with city/county payment program funds. Public Resources Code 14581 (a)(4)(B).

1) Increase awareness of recyclable materials through promotions at local events such as the Youth and Family Fair and County Fair; 2) Promote recycling through curbside, drop-off, streetside, and office recycling programs; 3) Continue education on adverse impacts of plastics and litter in the ocean; and 5) Promote general awareness of product stewardship, especially as it relates to beverage containers.

2) Please specify supermarket siting information pursuant to Public Resources Code 14581 (a)(4)(F).

Have you prohibited the siting of a supermarket site? :

No

Have you caused a supermarket to close its business? :

No

Have you adopted a land use policy that restricts or prohibits the siting of a supermarket site within your jurisdiction? :

No

3) Are you currently participating in mediation mandated by AB 506 , have you attempted to initiate such mediation or have you declared a fiscal emergency within the last 12 months? Note: The answer is for informational purposes and will not be used to determine eligibility for payment funding.

No

4) These funds shall not be used for activities unrelated to beverage container recycling or litter reduction, Public Resources Code 14581 (a)(4)(C).

Yes, I Accept

Contacts				
Name	Contact Type	Title	Phone	Email
Mr. Tedd Ward	Funding Request, Secondary	Acting Director	(707) 456-1100	tedd@recycledelnorte.ca.gov
Mr. Eugene Palazzo	Primary	City Manager	(707) 464-7483	epalazzo@crescentcity.org

Addresses		
Address	Address Type	County
1700 State Street Crescent City, 95531	Mailing Payment Physical	Del Norte

Submitted Activities		
Activity Group	Activity Item	Budgeted Funds
Beverage Container Collection Programs	Public Parks / Recreational Areas	750
	Government / Office Buildings	
	Curbside - Residential	
	Curbside - Commercial	
	Curbside - Multi-family	
	Entertainment Venues	
	Community Events Recycling Bins	
Litter Clean-up	Public Parks / Recreational Areas	250
Advertising/Promotional	Media (TV, Radio, Video)	2,500
	Print Ads / Flyers / Posters	

Recycling Education	Schools - Elementary Schools - Middle Schools - High General Public Workshops / Presentations Recycling Hotline / Website Recycling Guides / Booklets / Brochures Exhibits / Booths	500
Personnel	Recycling Coordinator Program Administrator	1,000
Total:		5,000

Activity Expenditures		
Current Activity Group	Current Activity Item	Budgeted Funds
Beverage Container Collection Programs	Public Parks / Recreational Areas Government / Office Buildings Curbside - Residential Curbside - Commercial Curbside - Multi-family Entertainment Venues Community Events Recycling Bins	750
Litter Clean-up	Public Parks / Recreational Areas	250
Advertising/Promotional	Media (TV, Radio, Video) Print Ads / Flyers / Posters	2,500
Recycling Education	Schools - Elementary Schools - Middle Schools - High General Public Workshops / Presentations Recycling Hotline / Website Recycling Guides / Booklets / Brochures Exhibits / Booths	500
Personnel	Recycling Coordinator Program Administrator	1,000
Recycled Content Products		0
Total:		5,000

Del Norte Solid Waste Management Authority Budget Transfer

Department Name	Fund	Dept.	Line Item	Description	Budget Transfer Amount(s)	
					Reduce Expenditures or Increase Revenue	Increase Expenditures or Reduce Revenue
Solid Waste	422	421	20281	Household Hazardous Waste Event	\$ 1,952	
Solid Waste	422	421	20234	Legal counsel		\$ 1,952
Total Amounts					\$ 1,952	\$ 1,952

Department complete and send to Auditor's Office for transfer number before sending to

Department Justification - Include cover letter that addresses the following: 1) Reason for request; 2) Why sufficient balances exist to finance transfer; 3)

Department Head Signature _____ Date 8-Jan-14

AUDITOR'S OFFICE: SUFFICIENT BALANCES EXIST PER ABOVE

Date _____ Deputy Auditor- Controller _____
 Classification Rev# _____ budget revision form

Auditor's Office: Sufficient balances exist per above
 (Under \$100 Auditor's Office approves)

Deputy Auditor-Controller _____ Date _____
 TR No. _____ Budget Revision No. _____
 Includes Revenue Appropriation _____ Requires 4/5ths Vote

Passed by the Del Norte Solid Waste Management Authority on _____

Ayes:
 Noes:
 Absent:

Attest: Clerk of the Board

By: _____
 Mary Wilson, Clerk of DNSWMA

 Roger Gitlin, Chair
 Del Norte Solid Waste Management Authority



Del Norte Solid Waste Management Authority

1700 State Street, Crescent City, CA 95531
Phone (707) 465-1100 Fax (707) 465-1300

Director's Report

Date: 07 March 2014
To: Commissioners of the
Del Norte Solid Waste Management Authority
From: Tedd Ward, M.S. - Acting Director / Program Manager
File: 231501 – Authority Work Plans
Attachments: Reports to R3 re. Authority Director Work Breakdown and
Authority Director Work Activities

Summary: The Del Norte Solid Waste Management Authority continues to operate the Klamath, Gasquet and Del Norte County Transfer Stations and to provide required monitoring, accounting and reports to overseeing agencies.

I am in regular contact with the Authority Chair and Vice Chair regarding setting work priorities and informing them of delayed or deferred activities.

Major Activities since the Authority Meeting of 12 February 2014:

1. Following the Authority meeting, I consulted with legal counsel Martha Rice and we identified several important provisions from Ordinance 2008-01 directly related to flow control or franchise enforcement that should be incorporated into Ordinance 2014-02 prior to adoption. The revised draft Ordinance 2014-02 will be discussed later during this meeting.
2. I sent a draft of the Pledge of Revenue Agreement to both the City Council and the County Board of Supervisors for their review and possible adoption. On February 25th, County Counsel asked that this item be tabled to the Supervisors' meeting of 11 March 2014 so she could have time to review it. The City Manager determined that the City did not have need to review or adopt this Pledge as they had not done so in the past.
3. On 13 February 2014, I completed stormwater inspections at both the Crescent City Landfill and the Del Norte County Transfer Station.
4. I submitted a report on the theft of a variable frequency drive from a storage trailer at the Del Norte County Transfer Station.
5. I attended two planning meetings regarding the Youth and Family Fair to be held at the Del Norte County Fairgrounds on 26 April 2014. Last year, the Authority partnered with Recology Del Norte and used this community event



3.1

- as an opportunity to engage in complementary face-to-face outreach.
6. I prepared and submitted applications to CalRecycle for the City/County Annual Payment and Reporting System (CAPRS). This provides \$15,000 for supporting and promoting beverage container recycling in Del Norte.
 7. On 24 February 2014, I reported additional vandalism on the green storage trailer. The lock and latching mechanism on the side door were destroyed. I moved all materials of value out of this trailer.
 8. I coordinated groundwater sampling at the Crescent City Landfill with Eric Lauchstedt of the County Engineering Department, with County staff collecting those samples.
 9. On 26 February 2014, I asked Chair Gitlin to consider scheduling a special Authority meeting at the end of March for the purpose of reviewing a draft budget for FY 14/15.
 10. On 27 Feb 2014, High Tech Security installed a surveillance camera in the scalehouse at the Del Norte County Transfer Station to enhance security.
 11. At 9 AM on Saturday 01 March 2014, the computer at the scalehouse at the Del Norte County Transfer Station failed to start. After initial investigation, I called Shawn Slater to assist. Over the next two days, we re-purposed one of the computers in the Administrative Office and restored the data from backups. For that Saturday and Sunday, scales remained functioning, but we could not accept credit or debit cards for payment. All customers received hand-written receipts as long as the computer was not printing properly on the receipt printer. Minor issues persisted through the week as the former computer had been using a 32-bit operating system, and the replacement computer ran on Windows 7 using a 64-bit system.
 12. I devoted a substantial amount of time to reviewing and preparing comments on R3's Draft Report Assessment of the Del Norte Solid Waste Management Authority.
 13. On March 4, I collected a 38 gallon container of home-generated sharps from the Del Norte Community Health clinic under our sharps program.

Personnel / Staffing: All Authority-managed facilities were open during posted hours and all shifts were covered. For the first part of March, three of nine total employees were absent due to medical issues.

Finances and Audits: Our efforts on these issues are summarized under agenda item 7.1 (fiscal controls).

Administrative Assistant Isabel Valdez has been working with the County Auditor's office regarding \$138,922.91 in deferred revenue. I expected this number to be substantially reduced this month. After Ms. Valdez returns from medical leave, we plan on addressing this issue further.

Immediately following this meeting I will devote as much time as possible to drafting a budget for Board review at a special meeting to be scheduled during the last week in March.

Compliance: This month I coordinated with Rick Lauchstedt and Mike Peoples of the DNC Engineering Department regarding the gathering of groundwater samples and levels at the Crescent City Landfill. Groundwater sampling that was scheduled for January was delayed until February as we awaited replacement of the pump driver.

Mr. Lauchstedt also produced the first groundwater contours for the landfill incorporating data from the new investigation wells. The Authority also received another invoice for the WDR Fees, for which the Authority has only made a partial payment. I plan on discussing these results with the Board at the April meeting.

I coordinated with the County and City to place the revised Pledge of Revenue on their respective agendas. City Manager Gene Palazzo informed me that the City would not place this on their agenda, as they had not signed it in the past. On 25 February 2014, this Pledge of Revenue agreement was pulled from the Board of Supervisors' agenda to allow time for review by County Counsel.

Programs / Policies: Last week I was informed that American Waste had been awarded the contract for collections and disposal services from Pelican Bay State Prison. I asked legal counsel to draft a letter to make sure this company was aware of their responsibility under the Authority's Flow Control Ordinance to deliver materials to be disposed to the Del Norte County Transfer Station (agenda item 6.2).

Staff trainings with respect to FEMA requirements continue to be temporarily deferred, though we are receiving monthly reminders from the County of this.

Concerns: Detective Barber of the Del Norte County Sheriff's office reported that he has completed his investigation into Authority funds and records and submitted his report to his supervisor at the Sheriff's office. As of 07 March 2014, the Sheriff's office had not announced the results of this investigation.

Major Activities anticipated before Authority Meeting in April 2014:

I must recognize that during the past few months, many of the items I have listed in this section have not been completed within the month. Still, such items remain on the 'To Do' list as time and staff capacity are available.

1. Draft, propose and present an Authority Budget for FY 14/15.
2. Collect landfill surface water samples and conduct stormwater inspections and gather stormwater samples from both the Crescent City Landfill and the Del Norte County Transfer Station.
3. Assemble and submit comments regarding the draft Assessment report to R3.
4. Conduct quarterly gas monitoring at the Crescent City Landfill.
5. Coordinate and obtain permits as needed to install fencing adjacent to the household hazardous waste building at the Del Norte County Transfer Station to facilitate storage of used paint collected under the PaintCare program.
6. Conduct an analysis of the small volume transfer stations in Klamath and Gasquet, the operations costs and service options to meet the needs of

- residents and businesses in these areas of Del Norte County.
7. Make arrangements as needed to place Authority-related items on City Council and Board of Supervisors agendas related to Authority Ordinances and the Pledge of Revenue Agreement.
 8. Coordinate with Recology and the Youth and Family Fair Committee regarding the community outreach planned for April 26th from 11 AM to 2 PM at the Del Norte County Fairgrounds.
 9. Personally conduct Inspections of certified oil recycling centers in Del Norte County, as required under CalRecycle's Oil Payment Program.
 10. Conduct investigation regarding payment of claims on landfill liability insurance policies.
 11. Coordinate with the County Auditor regarding the list of 'Bad Checks' to be addressed before the end of FY 13/14.

Solid Waste
Balance Sheet
 January 31, 2014

Unaudited

ASSETS

422 010 00000	Cash Solid Waste	464,335.59
422 010 00300	Imprest Cash	100.00
422 010 00500	I Bank Loan Deposit Held by County	198,177.17
422 010 01100	Accounts Receivable	138,895.71
422 010 03200	Land	493,000.00
422 010 03300	Transfer Station	3,266,990.64
422 010 03400	Equipment	158,443.55
422 010 03410	Buildings & Improvements	141,638.89
422 010 03440	Accum Depr Equipment	(152,275.00)
422 010 03450	Accum Depr Bldg & Improv	(74,730.24)
422 010 03460	Accum Depr Transfer Station	(673,852.00)
	Total Assets	3,960,724.31

LIABILITIES AND FUND EQUITY

422 010 05103	A/P Services	72.54
422 010 05210	Sublease Payable	3,205,118.55
422 010 05300	Compensated Absences Payable	44,130.79
422 010 05400	Deferred Revenue	138,895.71
422 010 05500	Post Closure Liability	2,650,636.00
422 010 07100	Fund Balance	(2,735,112.72)
422 010 09600	Investment in Capital Assets net of related debt	531,748.00
	Revenue	1,561,046.44
	Expenditure	(1,435,811.00)
	Total Liabilities and Fund Equity	3,960,724.31

422-421-20121	Communications	492.00	1,606.80	2,200.00	593.20	73.04%
422-421-20140	Household Expense	634.45	2,394.97	3,500.00	1,105.03	68.43%
422-421-20150	Insurance-Office	0.00	0.00	6,200.00	6,200.00	0.00%
422-421-20151	Liability Insurance	0.00	51.60	7,500.00	7,448.40	0.69%
422-421-20152	Vehicle Insurance	0.00	1,586.80	1,587.00	0.20	99.99%
422-421-20155	Liability Insurance	0.00	1,356.00	2,573.00	1,217.00	52.70%
422-421-20170	Maintenance-Equipment	0.00	0.00	500.00	500.00	0.00%
422-421-20171	Maintenance-Vehicles	29.08	295.33	500.00	204.67	59.07%
422-421-20175	Maintenance-Computers	0.00	0.00	500.00	500.00	0.00%
422-421-20180	Maint-Structures/Improvements & TSM	0.00	0.00	500.00	500.00	0.00%
422-421-20200	Memberships	0.00	1,419.89	7,500.00	6,080.11	18.93%
422-421-20221	Printing	0.32	14.72	400.00	385.28	3.68%
422-421-20223	Postage	113.11	830.62	1,400.00	569.38	59.33%
422-421-20224	Office Supplies	823.07	2,752.43	7,000.00	4,247.57	39.32%
422-421-20227	Books/Subscriptions	0.00	0.00	399.00	399.00	0.00%
422-421-20230	Prof Serv-Co/City	85.64	406.35	10,000.00	9,593.65	4.06%
422-421-20231	Prof Serv	13,052.69	21,819.29	58,460.00	36,640.71	37.32%
422-421-20232	Prof Serv-Well Monitoring	3,321.00	13,795.00	30,000.00	16,205.00	45.98%
422-421-20233	Audit	0.00	0.00	9,500.00	9,500.00	0.00%
422-421-20234	Legal Counsel	1,978.38	6,501.08	12,000.00	5,498.92	54.18%
422-421-20235	Treasurer	1,560.00	8,895.00	12,500.00	3,605.00	71.16%
422-421-20236	Security	(169,065.69)	197.76	500.00	302.24	39.55%
422-421-20237	Credit Card Service Fees	651.34	4,961.35	6,222.00	1,860.65	72.73%
422-421-20238	TS Collection	1,642.95	15,140.30	28,000.00	12,859.70	54.07%
422-421-20239	Transfer Station Operations	304,112.93	793,090.06	1,800,000.00	1,006,909.94	44.06%
422-421-20240	Advertising/Publications	0.00	750.35	1,000.00	249.65	75.04%
422-421-20250	Lease of Equipment	249.41	1,782.61	3,500.00	1,717.39	50.93%
422-421-20251	Lease - Gasquet Transfer Station	644.53	644.53	700.00	55.47	92.08%
422-421-20270	Minor Equipment	0.00	21.35	3,500.00	3,478.65	0.61%
422-421-20275	Small Tools	301.32	301.32	500.00	198.68	60.26%
422-421-20280	Delivery Service	38.00	208.00	600.00	392.00	34.67%
422-421-20281	Household Hazardous Waste Event	0.00	30,048.00	32,000.00	1,952.00	93.90%
422-421-20283	Community Clean-up	435.12	2,610.72	5,500.00	2,889.28	47.47%
422-421-20285	Special Dept Expense	100.00	1,001.07	2,500.00	1,498.93	40.04%
422-421-20286	Cash Over/Under	(25.83)	69.19	190.00	120.81	36.42%
422-421-20288	City Collections	1,500.42	9,007.52	17,500.00	8,492.48	51.47%
422-421-20290	Travel	481.39	2,689.31	3,000.00	310.69	89.64%
422-421-20297	Vehicle Fuel	105.14	1,315.08	2,100.00	784.92	62.62%
422-421-20301	State Fees	0.00	29,836.00	55,415.00	25,579.00	53.84%
422-421-20221-060	Printing-Oil Grant - 12/13	0.00	0.00	1,000.00	1,000.00	0.00%
422-421-20221-061	Printing-Oil Grant 13/14	0.00	0.00	1,000.00	1,000.00	0.00%
422-421-20221-067	Printing-DOC Grant 12/13	0.00	0.00	400.00	400.00	0.00%
422-421-20221-068	Printing-DOC 13/14	0.00	0.00	400.00	400.00	0.00%
2/24/2022-8287-2039-001	Post Closure Maintenance	1,360.86	3,418.29	10,000.00	6,581.71	34.18%

422-421-20240-060	Advertising Oil Grant - 12/13	0.00	988.83	3,500.00	2,511.17	28.25%
422-421-20240-061	Advertising Oil Grant 13/14	0.00	0.00	3,500.00	3,500.00	0.00%
422-421-20240-067	Advertising - DOC Grant 12/13	0.00	1,722.77	2,600.00	877.23	66.26%
422-421-20240-068	Advertising - DOC 13/14	1,140.00	1,140.00	2,600.00	1,460.00	43.85%
422-421-20285-060	Spec Dept Exp-Oil Grant - 12/13	0.00	2,000.00	6,500.00	4,500.00	30.77%
422-421-20285-061	Special Dept Exp-Oil Grant 13/14	0.00	0.00	6,500.00	6,500.00	0.00%
422-421-20285-067	Spec Dept Exp-DOC Grant 12/13	0.00	320.00	6,000.00	5,680.00	5.33%
422-421-20285-068	Spec Dept Exp - DOC 13/14	0.00	0.00	6,000.00	6,000.00	0.00%
422-421-20290-060	Travel-Oil Grant - 12/13	200.00	539.90	1,000.00	460.10	53.99%
422-421-20290-061	Travel - Oil Grant 13/14	0.00	0.00	1,000.00	1,000.00	0.00%
422-421-20290-067	Travel DOC Grant 12/13	0.00	415.00	2,000.00	1,585.00	20.75%
422-421-20290-068	Travel - DOC 13/14	0.00	0.00	2,000.00	2,000.00	0.00%
Total Services and Supplies		165,961.63	967,945.19	2,194,046.00	1,226,100.81	44.12%
422-421-30490	Depreciation Expense	0.00	0.00	97,975.00	97,975.00	0.00%
Total Other Charges		0.00	0.00	97,975.00	97,975.00	0.00%
Total Fixed Assets		0.00	0.00	0.00	0.00	0.00%
422-421-70800	ARC Payment OPEB	0.00	0.00	11,125.00	11,125.00	0.00%
422-421-81000	Contingency	0.00	0.00	5,000.00	5,000.00	0.00%
422-421-70530-025	Interfund-Repayment to County	0.00	156,018.58	203,000.00	46,981.42	76.86%
422-421-70530-199	Interfund-Cost Plan	4,303.00	30,123.00	51,644.00	21,521.00	58.33%
422-421-70910-123	Op Trans Out Bad Check Fee	0.00	100.00	0.00	(100.00)	0.00%
Total Intrafund Transfers		4,303.00	186,241.58	270,769.00	84,527.42	68.78%
Total Expenses		201,403.77	1,435,811.00	3,036,919.00	1,601,108.00	47.28%
Revenues Over (Under) Expenditures		36,959.77	125,235.44	0.00	125,235.44	0.00%

Solid Waste

Statement of Revenues and Expenditures
7 Months Ended 1/31/2014

	CURRENT MONTH ACTUAL	YTD ACTUAL	YTD BUDGET	YTD VARIANCE	% EXPENDED
Revenues:					
422-421-90153	20,453.00	121,396.00	244,594.00	(123,198.00)	49.63%
422-421-90210	0.00	0.00	500.00	(500.00)	0.00%
422-421-90300	74.95	936.76	1,000.00	(63.24)	93.68%
422-421-91003	142,950.09	927,975.93	1,760,000.00	(832,024.07)	52.73%
422-421-91004	74,885.50	504,374.06	969,825.00	(465,450.94)	52.01%
422-421-91121	0.00	614.38	1,000.00	(385.62)	61.44%
422-421-90650-060	0.00	0.00	15,000.00	(15,000.00)	0.00%
422-421-90650-061	0.00	0.00	15,000.00	(15,000.00)	0.00%
422-421-91003-099	0.00	154.28	0.00	154.28	0.00%
422-421-91004-099	0.00	5,570.03	0.00	5,570.03	0.00%
422-421-91121-123	0.00	25.00	0.00	25.00	0.00%
422-421-91129-067	0.00	0.00	15,000.00	(15,000.00)	0.00%
422-421-91129-068	0.00	0.00	15,000.00	(15,000.00)	0.00%
Total Revenues	238,363.54	1,561,046.44	3,036,919.00	(1,475,872.56)	51.40%
Expenses:					
422-421-10010	15,311.91	158,823.05	260,077.00	101,253.95	61.07%
422-421-10012	0.00	86.00	1,000.00	914.00	8.60%
422-421-10015	1,676.22	10,644.27	16,600.00	5,955.73	64.12%
422-421-10020	4,189.48	41,766.95	84,693.00	42,926.05	49.32%
422-421-10030	7,658.64	54,103.35	83,243.00	29,139.65	64.99%
422-421-10033	22.40	172.80	331.00	158.20	52.21%
422-421-10035	39.66	342.00	1,295.00	953.00	26.41%
422-421-10040	2,240.83	15,685.81	26,890.00	11,204.19	58.33%
Total Salaries and Benefits	31,139.14	281,624.23	474,129.00	192,504.77	59.40%

**DNSWMA
GRAND TOTALS
FEBRUARY 2014**

	Amount to 422-421 91003	Amount to 422-421 91004	TOTAL AMOUNT
	66.53%	33.47%	
DNCTS Cash Total	22,647.56	11,393.56	34,041.12
DNCTS Charge Total	95,242.45	47,914.69	143,157.14
DNCTS Credit/Debit	12,847.52	6,463.35	19,310.87
DNCTS Totals	130,737.52	65,771.61	196,509.13
Klamath Cash Total		2,458.95	2,458.95
Klamath Charge Total		287.29	287.29
Klamath Totals		2,746.24	2,746.24
Gasquet Cash Total		922.24	922.24
Gasquet Charge Total		86.91	86.91
Gasquet Totals		1,009.15	1,009.15
Adjustments			
GRAND TOTALS	130,737.52	69,527.00	200,264.52

**MONTHLY SPLIT SHEET
DNSWMA TRANSFER STATION
MONTH: FEBRUARY 2014**

Date	Cash	Checks	Cash/Check Total	Visa	Master	Discover	Credit Card Total	Charges	Grand Total	66.53% 91003	33.47% 91004	20286	Total
1	\$ 1,488.92	\$ 529.27	\$ 2,018.19	\$ 869.18	\$ 39.33		\$ 908.51	\$ 303.13	\$ 3,229.83	\$ 1,342.70	\$ 675.49	\$ 1.66	\$ 2,019.85
2	\$ 985.08	\$ 176.60	\$ 1,161.68	\$ 469.60	\$ 48.68		\$ 518.28	\$ 48.46	\$ 1,728.42	\$ 772.87	\$ 388.81	\$ 4.99	\$ 1,166.67
3	\$ 1,156.39	\$ 74.33	\$ 1,230.72	\$ 617.86	\$ 36.58		\$ 654.44	\$ 8,478.61	\$ 10,363.77	\$ 818.80	\$ 411.92	\$ 0.99	\$ 1,231.71
4	\$ 1,260.33	\$ 139.77	\$ 1,400.10	\$ 505.14	\$ 19.11		\$ 524.25	\$ 6,065.14	\$ 7,989.49	\$ 931.49	\$ 468.61	\$ 0.76	\$ 1,400.86
5	\$ 1,216.25	\$ 129.06	\$ 1,345.31	\$ 820.45	\$ 42.42		\$ 862.87	\$ 7,889.62	\$ 10,097.80	\$ 895.03	\$ 450.28	\$ 2.47	\$ 1,347.78
6	\$ 812.41	\$ 122.19	\$ 934.60	\$ 784.66			\$ 784.66	\$ 6,193.52	\$ 7,912.78	\$ 621.79	\$ 312.81	\$ (2.52)	\$ 932.08
7	\$ 619.32	\$ 36.49	\$ 655.81	\$ 154.00	\$ 11.24		\$ 165.24	\$ 5,940.92	\$ 6,761.97	\$ 436.31	\$ 219.50	\$ (0.51)	\$ 655.30
8	\$ 619.55	\$ 70.24	\$ 689.79	\$ 282.26	\$ 11.24		\$ 293.50	\$ 104.56	\$ 1,087.85	\$ 458.92	\$ 230.87	\$ 0.04	\$ 689.83
9	\$ 887.90	\$ 143.23	\$ 1,031.13	\$ 670.64	\$ 158.00		\$ 828.64	\$ 245.80	\$ 2,105.57	\$ 686.01	\$ 345.12	\$ (0.27)	\$ 1,030.86
10	\$ 1,014.67	\$ 76.77	\$ 1,091.44	\$ 408.41	\$ 204.08		\$ 612.49	\$ 8,129.56	\$ 9,833.49	\$ 726.14	\$ 365.30	\$ (1.05)	\$ 1,090.39
11	\$ 1,236.46	\$ 231.73	\$ 1,468.19	\$ 1,386.85			\$ 1,386.85	\$ 6,327.19	\$ 9,182.23	\$ 976.79	\$ 491.40	\$ 0.03	\$ 1,468.22
12	\$ 351.71	\$ 50.57	\$ 402.28	\$ 381.99	\$ 215.14		\$ 597.13	\$ 5,465.61	\$ 6,465.02	\$ 267.64	\$ 134.64	\$ (0.39)	\$ 401.89
13	\$ 897.69	\$ 215.32	\$ 1,113.01	\$ 162.82	\$ 29.48		\$ 192.30	\$ 6,077.58	\$ 7,382.89	\$ 740.49	\$ 372.52		\$ 1,113.01
14	\$ 526.21	\$ 7.00	\$ 533.21	\$ 420.68	\$ 57.59		\$ 478.27	\$ 6,958.61	\$ 7,970.09	\$ 354.74	\$ 178.47	\$ (0.01)	\$ 533.20
15	\$ 896.57	\$ 87.06	\$ 983.63	\$ 361.29	\$ 39.34		\$ 400.63	\$ 74.44	\$ 1,458.70	\$ 654.41	\$ 329.22	\$ (0.01)	\$ 983.62
16	\$ 1,414.80	\$ 337.31	\$ 1,752.11	\$ 477.59	\$ 74.44		\$ 552.03	\$ 78.65	\$ 2,382.79	\$ 1,165.68	\$ 586.43	\$ (0.01)	\$ 1,752.10
17	\$ 1,279.72	\$ 60.40	\$ 1,340.12	\$ 461.46	\$ 21.07		\$ 482.53	\$ 6,710.14	\$ 8,532.79	\$ 891.58	\$ 448.54	\$ 0.06	\$ 1,340.18
18	\$ 731.80	\$ 276.60	\$ 1,008.40	\$ 489.73	\$ 460.03		\$ 949.76	\$ 7,289.39	\$ 9,247.55	\$ 670.89	\$ 337.51	\$ 0.91	\$ 1,009.31
19	\$ 1,080.78	\$ 184.42	\$ 1,265.20	\$ 603.98	\$ 16.86		\$ 620.84	\$ 7,096.06	\$ 8,982.10	\$ 841.74	\$ 423.46	\$ (0.25)	\$ 1,264.95
20	\$ 1,353.24	\$ 240.51	\$ 1,593.75	\$ 1,040.98	\$ 64.34		\$ 1,105.32	\$ 6,721.72	\$ 9,420.79	\$ 1,060.32	\$ 533.43	\$ (0.06)	\$ 1,593.69
21	\$ 1,434.66	\$ 81.87	\$ 1,516.53	\$ 775.46	\$ 547.62		\$ 1,323.08	\$ 8,094.07	\$ 10,933.68	\$ 1,008.95	\$ 507.58	\$ (0.16)	\$ 1,516.37
22	\$ 1,367.34	\$ 728.96	\$ 2,096.30	\$ 1,180.04	\$ 102.93		\$ 1,282.97	\$ 1,810.54	\$ 5,189.81	\$ 1,394.67	\$ 701.63	\$ (2.00)	\$ 2,094.30
23	\$ 1,714.08	\$ 263.31	\$ 1,977.39	\$ 1,124.36	\$ 37.92		\$ 1,162.28	\$ 828.70	\$ 3,968.37	\$ 1,315.56	\$ 661.83	\$ (0.05)	\$ 1,977.34
24	\$ 1,037.91	\$ 114.91	\$ 1,152.82	\$ 506.19	\$ 18.10		\$ 524.29	\$ 7,909.16	\$ 9,586.27	\$ 766.97	\$ 385.85	\$ 0.18	\$ 1,153.00
25	\$ 1,232.61	\$ 244.92	\$ 1,477.53	\$ 675.90	\$ 24.49		\$ 700.39	\$ 7,825.73	\$ 10,003.65	\$ 983.00	\$ 494.53	\$ (0.11)	\$ 1,477.42
26	\$ 609.55	\$ 78.63	\$ 688.18	\$ 839.03	\$ 7.87	\$ 7.00	\$ 853.90	\$ 5,312.82	\$ 6,854.90	\$ 457.85	\$ 230.33	\$ 10.00	\$ 698.18
27	\$ 616.44	\$ 64.59	\$ 681.03	\$ 257.53	\$ 42.14		\$ 299.67	\$ 7,508.36	\$ 8,489.06	\$ 453.09	\$ 227.94		\$ 681.03
28	\$ 1,151.75	\$ 280.92	\$ 1,432.67	\$ 226.09	\$ 19.66		\$ 245.75	\$ 7,669.05	\$ 9,347.47	\$ 953.16	\$ 479.51	\$ 0.09	\$ 1,432.76
TOTALS	\$ 28,994.14	\$ 5,046.98	\$ 34,041.12	\$ 16,954.17	\$ 2,349.70	\$ 7.00	\$ 19,310.87	\$ 143,157.14	\$ 196,509.13	\$ 22,647.56	\$ 11,393.56	\$ 14.78	\$ 34,055.90

**DAILY TICKET REPORT
 DNSWMA TRANSFER STATION
 MONTH: February 2014**

	BEGIN	END	VOIDED TICKETS	TICKET COUNT
Date				
1	744185	744373		189
2	744374	744500	1	126
3	744501	744639	1	138
4	744640	744761		122
5	744762	744914		153
6	744915	745024		110
7	745025	745116		92
8	745117	745195		79
9	745196	745329		134
10	745330	745470	1	140
11	745471	745609	1	138
12	745610	745679	2	68
13	745680	745767		88
14	745768	745831		64
15	745832	745931		100
16	745932	746102		171
17	746103	746231		129
18	746232	746362		131
19	746363	746508		146
20	746509	746676	1	167
21	746677	746831		155
22	746832	747027	1	195
23	747028	747210	1	182
24	747211	747373	1	162
25	747374	747537	1	163
26	747538	747653		116
27	747654	747752	1	98
28	747753	747870		118

TOTAL			12	3674
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**DNSWMA
 KLAMATH TRANSFER STATION CASH
 FEBRUARY 2014**

Date	Amount to 422-421 91004	TOTAL CASH AMOUNT
February 2, 2014	349.04	\$349.04
February 5, 2014	141.88	\$141.88
February 9, 2014	337.68	\$337.68
February 12, 2014	96.57	\$96.57
February 16, 2014	439.96	\$439.96
February 19, 2014	198.66	\$198.66
February 23, 2014	677.35	\$677.35
February 26, 2014	217.81	\$217.81
		\$0.00
		\$0.00
		\$0.00
		\$0.00
		\$0.00
TOTAL	2,458.95	\$2,458.95

**DNSWMA
 GASQUET TRANSFER STATION - CASH
 FEBRUARY 2014**

Date	Amount to 422-421	TOTAL CASH AMOUNT
	91004	
February 1, 2014	257.20	\$257.20
February 8, 2014	226.49	\$226.49
February 15, 2014	121.89	\$121.89
February 22, 2014	316.66	\$316.66
		\$0.00
		\$0.00
		\$0.00
		\$0.00
		\$0.00
		\$0.00
		\$0.00
TOTAL	922.24	\$922.24

Del Norte Solid Waste Management Authority
A/R Aging Summary
As of March 7, 2014

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Abandoned Vehicle Abatement	573.25	0.00	0.00	0.00	70.91	644.16
Adventures in Hair	26.69	0.00	0.00	0.00	0.00	26.69
Affordable Home & Rental Rep.	15.45	0.00	0.00	0.00	0.00	15.45
Agricultural Commission	14.00	15.43	0.00	0.00	0.00	29.43
Aladdin Realty	8.43	14.79	0.00	0.00	0.00	23.22
Albers Seafood	144.66	0.00	0.00	0.00	0.00	144.66
Alexandre EcoDairy Farms	105.35	126.41	161.53	0.00	0.00	393.29
Babich Construction	87.04	0.00	0.00	0.00	0.05	87.09
Bad Checks/Co Collector	0.00	0.00	0.00	0.00	43.78	43.78
Benner Mini Storage	122.58	0.00	0.00	0.00	0.00	122.58
Bommelyn / Hartley Construction	0.00	0.00	0.00	32.31	33.71	66.02
Bommelyn Construction	0.00	7.02	101.88	150.29	101.13	360.32
Borges Dalry	67.42	318.84	0.00	0.00	0.00	386.26
Brown, Hector	257.03	0.00	0.00	0.00	0.00	257.03
C.A.R.R.E. / Full - Spectrum	131.27	0.00	0.00	0.00	0.00	131.27
Cal-Fire	0.00	0.00	0.00	0.00	-16.54	-16.54
Cal-Ore LIFE FLIGHT	0.00	0.00	0.00	0.00	-33.71	-33.71
Cal-Trans	73.48	15.45	0.00	0.00	0.00	88.93
California Auto Image	122.20	0.00	0.00	0.00	0.00	122.20
California Dept. of Fish & Wildlife	0.00	21.07	0.00	0.00	0.00	21.07
California Dept. Parks & Rec.	170.24	355.39	62.51	0.00	0.00	588.14
CASH	0.00	0.00	0.00	0.00	41.41	41.41
Castle Rock Countertop's	33.71	35.12	0.00	0.00	0.00	68.83
Certified Plumbing Co.	0.00	0.00	0.00	0.00	13.90	13.90
Cetnar Construction Inc.	0.00	190.66	-178.36	0.00	0.00	12.30
Chimney Kraft	11.24	0.00	0.00	0.00	0.00	11.24
City of Crescent City.	0.00	78.41	0.00	100.34	0.00	178.75
Coke Associates	84.28	0.00	0.00	0.00	0.00	84.28
Combined Maintance Services	16.24	0.00	0.00	0.00	0.00	16.24
Corner Stone Assembly of God	36.52	23.67	0.00	0.00	0.00	60.19
Cory, Charles	0.00	0.00	0.00	0.00	576.49	576.49
Crescent Ace Hardware.	272.49	0.00	0.00	0.00	0.00	272.49
Crescent City KOA	35.09	0.00	0.00	0.00	0.00	35.09
Crescent City Nursing & Rehab	44.94	5.41	0.00	0.00	0.00	50.35
Crescent City, Harbor	0.00	0.00	0.00	0.00	0.01	0.01
Crescent Fire Protection Dist.	40.73	0.00	0.00	0.00	18.78	59.51
Crescent Land Title Co.	0.00	29.47	-29.47	0.00	0.00	0.00
Custom Construction	15.45	0.00	0.00	0.00	0.00	15.45
DEBIT	0.00	0.00	0.00	0.00	190.46	190.46
Del Norte Ambulance	21.07	-21.07	0.00	0.00	0.00	0.00
Del Norte Health Care District	75.00	0.00	0.00	0.00	0.00	75.00
Del Norte Realty	223.61	160.74	0.00	0.00	-19.74	364.61
Del Norte Roofing	484.59	419.99	903.16	0.00	0.00	1,807.74
Del Norte Storage	33.71	0.00	0.00	0.00	0.00	33.71
Direct TV	9.83	7.00	0.00	7.02	20.96	44.81
DN Fire Safe Council	0.00	0.00	0.00	0.00	37.30	37.30
DN Unified School District	565.12	0.00	0.00	0.00	0.00	565.12
DNC Public Nuisance Abatement	0.00	0.00	0.00	0.00	7,638.12	7,638.12
Dutra Materials	0.00	0.00	0.00	0.00	9.67	9.67
Elk Valley Casino	0.00	18.24	0.00	0.00	0.00	18.24
Elk Valley Rancheria	44.95	54.44	0.00	-28.68	-1.72	68.99
Elk Valley Storage	16.86	11.24	0.00	0.00	0.00	28.10
Ellers Fort Dick Market	258.44	214.90	0.00	0.00	0.00	473.34
FRANKLIN	7.00	14.04	-7.02	0.00	0.00	14.02
Franklin's Plumbing	0.00	0.00	0.00	0.00	45.59	45.59
G. H. Outreach	118.73	0.00	0.00	0.00	0.00	118.73
Gasquet Mobile Home Park	86.91	0.00	0.00	0.00	0.00	86.91
Golden State Construction	263.65	0.00	0.30	0.00	-0.30	263.65
GR Construction	174.18	0.00	0.00	0.00	0.00	174.18
Green Scapes	0.00	84.64	0.00	36.52	199.73	320.89
Griffin's Furniture Outlet	124.23	16.61	0.00	0.00	0.00	140.84
Hambro/Waste Solutions Group	58.50	0.00	0.00	0.00	313.60	372.10
Hank's Hauling	1,518.38	0.00	0.00	0.00	0.00	1,518.38
Hartley Construction	536.56	0.00	0.00	0.00	0.00	536.56
HASP / Jordan Recovery Centers	296.34	347.71	0.00	0.00	5.81	649.86
Hemmingsen Contracting Company	5,014.17	6,165.60	0.00	0.00	0.00	11,179.77

Del Norte Solid Waste Management Authority
A/R Aging Summary
 As of March 7, 2014

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Hintz Construction	0.00	0.00	0.00	0.00	127.60	127.60
Humane Society Of Del Norte	0.00	0.00	0.00	0.00	0.00	0.00
Humboldt Moving & Storage	30.90	0.00	0.00	0.00	0.00	30.90
Investment Realty	158.38	-25.28	0.00	0.00	0.00	133.10
Jacob R. Crager	5,795.40	0.00	0.00	0.00	0.00	5,795.40
Klamath Transfer Station	0.00	0.00	0.00	0.00	60.47	60.47
Larry Hartwick Construction	0.00	154.51	0.00	0.00	0.00	154.51
Larson Services	40.73	8.43	0.00	0.00	0.00	49.16
Lehman Property Management	0.00	0.00	0.00	0.00	1,885.22	1,885.22
Lesina Trucking	0.00	11.24	0.00	0.00	0.00	11.24
Lighthouse Community Church	0.00	18.26	28.09	0.00	35.55	81.90
Lighthouse Repertory Theatre	0.00	-3.78	0.00	0.00	0.00	-3.78
LNL Design and Construction	19.66	0.00	0.00	0.00	0.00	19.66
Lucky 7 Casino	14.76	-14.76	0.00	0.00	0.00	0.00
Malloroy Construction	12.64	0.00	0.00	0.00	-11.85	0.79
Mark Wooding Construction	0.00	0.00	0.00	0.00	-120.00	-120.00
Mastaloudis Homes Inc.	23.88	18.26	0.00	0.00	-61.60	-19.46
Ming Tree Real Estate	0.00	0.00	0.00	0.00	-16.10	-16.10
Moen Investments	0.00	0.00	0.00	0.00	0.00	0.00
Mountain Power Tree Co.	159.03	0.00	-0.55	0.00	0.00	158.48
Mow Blow and Go	45.06	0.00	0.00	0.00	0.00	45.06
Murray Construction	248.61	0.00	0.00	0.00	0.00	248.61
Newey, Harold L.	236.11	0.00	25.28	0.00	0.00	261.39
Niehoff Construction	457.90	28.09	-0.11	0.00	0.00	485.88
Norbury Construction	0.00	0.00	0.00	0.00	116.70	116.70
North Coast Properties	16.86	0.00	0.00	0.00	0.00	16.86
North Woods Realty	0.00	43.54	0.00	0.00	-6.07	37.47
Northridge Electric	373.61	0.00	-0.20	0.00	0.00	373.41
Pacific Northwest Physical Therapy	28.09	36.52	0.00	0.00	0.00	64.61
Pappas Dry Wall	92.68	0.00	0.00	0.00	0.00	92.68
Pebble Beach Apartments	38.84	157.37	0.00	0.00	0.00	196.21
Pelican Bay Evangelical Free Church	11.24	8.43	0.00	-0.72	0.00	18.95
Pelican Bay Roofing Co.	0.00	369.07	-0.05	0.00	7.74	376.76
Plunkett's Family Painting	4.21	0.00	0.00	0.00	0.00	4.21
Ray's Mobile Home Service	155.85	43.86	0.00	0.00	0.00	199.71
Recology Del Norte (Franchise)	94,522.66	0.00	0.01	0.00	0.00	94,522.67
Recology Del Norte (Prison)	10,115.93	0.00	0.00	0.00	0.00	10,115.93
Red Sky Roofing	2,668.84	5,525.71	0.00	0.00	-1,020.77	7,173.78
Redwood Community Action Agency	0.00	37.90	96.92	0.00	0.00	134.82
Redwood Cove Community Center	0.00	7.00	0.00	0.00	0.00	7.00
Redwood National Park	482.80	264.65	186.85	0.00	10,377.99	11,312.29
Reservation Ranch	988.84	1,036.59	995.62	0.00	0.00	3,021.05
Richterich & Jones Const	0.00	130.63	-92.70	0.00	0.00	37.93
Rick Parker Construction	151.70	0.00	0.00	0.00	0.00	151.70
Ritchie Homes	233.16	247.21	0.00	0.00	0.00	480.37
Ron's Hauling	0.00	0.00	0.00	-4.99	0.00	-4.99
Rural Human Services	0.00	61.78	-50.54	0.00	0.00	11.24
Schnacker's General Hauling	8.43	7.02	0.00	0.00	0.00	15.45
Seabreeze Apartments	0.00	112.15	-141.16	0.00	0.00	-29.01
Seawood Village	5,233.96	7,319.75	0.00	0.00	0.00	12,553.71
Shangri-la Trailer Court	86.84	0.00	0.00	0.00	0.00	86.84
Smith River Equipment	18.26	112.37	0.00	0.00	0.00	130.63
Smith River Rancheria	0.00	82.63	-61.73	0.00	0.00	20.90
Sprint Courier Service	9.83	0.00	0.00	0.00	0.00	9.83
Spruce Haven Mobile Home Park	192.22	-55.55	-18.21	0.00	0.00	118.46
St. Joseph's Parish	141.70	0.00	0.00	0.00	0.00	141.70
Steel	51.97	45.68	0.00	0.00	0.00	97.65
Stephen F White Gen.Cont. Inc.	14.00	43.01	0.00	-64.75	0.00	-7.74
Stone Roofing	1,660.25	2,037.04	0.00	0.00	0.00	3,697.29
SURF	8.26	0.00	0.00	0.00	0.00	8.26
SWEEP ALOT	0.00	0.00	0.00	0.00	0.00	0.00
Tab & Associates	506.92	0.00	0.00	0.00	0.00	506.92
Thermo Fluids, Inc. / Outbound OIL	0.00	0.00	0.00	0.00	-55.80	-55.80
Thomas Gavin Construction	9.83	0.00	0.00	0.00	0.00	9.83
Thrifty Supply	51.24	0.00	0.00	0.00	0.00	51.24
Tim Haban Construction	64.61	11.24	0.00	0.00	0.00	75.85

Del Norte Solid Waste Management Authority
A/R Aging Summary
As of March 7, 2014

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Totem Villa Apartments	13.80	16.07	-14.05	0.00	-13.87	1.95
U.S. Forest Service-Gasquet CA	0.00	0.00	0.00	0.00	1,120.96	1,120.96
V Primo Construction	167.15	49.16	7.02	0.00	7.34	230.67
Van Arsdale Construction	117.99	476.16	568.87	0.00	0.00	1,163.02
Van Nocker's Cleaning	16.83	15.45	0.00	0.00	0.00	32.28
VISA	0.00	0.00	0.00	0.00	19.26	19.26
Wigley Contracting	11.24	0.00	0.00	0.00	0.00	11.24
Winn's Maintenance Service	0.00	0.00	0.00	0.00	-25.00	-25.00
Your Creation	0.00	0.00	0.00	0.00	1,092.66	1,092.66
Yurok Indian Housing Authority	47.26	-47.26	0.00	47.26	0.00	47.26
Yurok Tribe	1,077.32	920.01	-311.82	0.00	0.00	1,685.51
TOTAL	139,079.89	28,041.38	2,232.07	274.80	22,809.83	192,437.77

AUTHORITY REVENUE REPORT February 2013
2013/14

Source		2012/2013		2013/14	
Franchise Fee		Actual Annual		Budget/Month	Budget/Year
		\$	20,382.83	\$	244,594.00
		Actual/Month	Comparison FYE13 & FYE14	Actual/Month	Over/Under Budget
July	\$	19,055.00	\$ 909.00	\$ 19,964.00	\$ (418.83)
August	\$	20,358.00	\$ (456.00)	\$ 19,902.00	\$ (480.83)
September	\$	21,214.00	\$ (343.00)	\$ 20,871.00	\$ 488.17
October	\$	20,565.00	\$ (27.00)	\$ 20,538.00	\$ 155.17
November	\$	19,983.00	\$ 120.00	\$ 20,103.00	\$ (279.83)
December	\$	19,893.00	\$ 560.00	\$ 20,453.00	\$ 70.17
January	\$	19,165.00	\$ 1,255.00	\$ 20,420.00	\$ 37.17
February	\$	20,911.00	\$ (889.00)	\$ 20,022.00	\$ (360.83)
March	\$	20,547.00	\$ -		\$ -
April	\$	19,601.00	\$ -		\$ -
May	\$	19,683.00	\$ -		\$ -
June	\$	19,964.00	\$ -		\$ -
Total	\$	240,939.00	\$ 1,129.00	\$ 162,273.00	\$ (789.67)



February 27, 2014

Tedd Ward, Acting Director
Del Norte Solid Waste Management Authority
1700 State Street
Crescent City, CA 95531

Dear Mr. Ward:

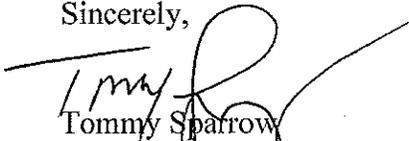
As per Section 7.02.A of the current Franchise Agreement, Recology is submitting a written application for the rate adjustment effective July 1, 2014. The adjustment will be based on the February CPI index. The February 2014 index will not be available until mid March 2014. Therefore, we are requesting rates be adjusted based on the upcoming index and that the new per ton tipping fee be factored in. Please consider this letter to be our application for rate adjustment for the period 7/1/14 to 6/30/15. We request a copy of the Authority's rate calculations as soon as they are available so that we may review them for accuracy.

In addition, all required quarterly reports have been provided to the Authority as required under Section 5.17 of the current Franchise Agreement.

If you have any questions or require any additional information regarding this application, please contact me at 464-4181.

Thank you for your attention to this matter. We look forward to hearing from you.

Sincerely,



Tommy Sparrow
General Manager

Cc: Ed Farewell
Dave Soli
Tom Norris



PO Box 159
Crescent City, CA 95531

Phone 707-465-4656
Fax 707-465-4670

February 28, 2014

Tedd Ward, Interim Director
Del Norte County Solid Waste Authority
391 Front Street
Crescent City, CA 95531

As per our Agreement dated March 3, 2003, Hambro/WSG is respectfully submitting a request for a CPI adjustment.

The CPI increase should cover all areas of our agreement, Operations, Transport and Disposal for the 2014/2015 period.

Respectfully submitted,

Joel Wallen, General Manger
Hambro WSG, Inc.

BLACK & RICE LLP

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March 6, 2014

American Refuse
1316 "J" Street
Wasco, CA 93280

To Whom It May Concern:

This office serves as general legal counsel to the Del Norte Solid Waste Management Authority, a joint powers authority between the City of Crescent City and the County of Del Norte. The Authority is responsible for overseeing, among other things, the collection and disposal of solid waste in Del Norte County. It has come to our attention that American Refuse has been selected as the contractor for collecting and disposing of solid waste from Pelican Bay State Prison.

As a collector of solid waste in Del Norte County, it is important that your company is aware of its legal obligations with regards to the disposition of solid waste collected from the prison. In 2008, the governing board of the Authority passed an ordinance establishing what is referred to as a "flow control" ordinance. This ordinance mandates that all solid waste collected in Del Norte County for a fee be delivered to the Del Norte County Transfer Station for disposal. All solid waste collected from the Prison must be delivered to the Del Norte County Transfer Station, located at 1700 State Street, for disposal.

While it is true that California courts have decided that state agencies and facilities are not required to use local franchisee services, the United States Supreme Court has upheld the authority of local governments to control the flow of solid waste by requiring that all solid waste collected within the local government's jurisdiction be delivered to a local, public facility. Therefore, although Pelican Bay State Prison is not obligated to use the services of the franchisee for solid waste collection services in Del Norte County, the contracted solid waste collector (in this case, American Refuse) is required to dispose of the solid waste collected from the Prison at the Del Norte County Transfer Station.

Should you have any questions or concerns, you may contact myself at the number listed below or Tedd Ward, Interim Director of the Del Norte Solid Waste Management Authority at 707-465-1100. We look forward to working with you.

Sincerely,

Martha D. Rice
General Counsel

Phone: 707-464-7637
Fax: 707-464-7647

6.2



Del Norte Solid Waste Management Authority

1700 State Street, Crescent City, CA 95531

Phone (707) 465-1100 Fax (707) 465-1300

Staff Report

Date: 07 March 2014
To: Commissioners of the Del Norte Solid Waste Management Authority
Cc: Clinton Schaad, Del Norte County Auditor
Norm Newell, Smith & Newell Accountants
From: Tedd Ward, M.S. – Acting Director / Program Manager *Tedd*
Del Norte Solid Waste Management Authority
File Numbers: 022102 – Authority Budget
012101 – Authority Audit
040501 – Authority Deposits
Attachments: 'Del Norte Solid Waste Management Authority Internal Fiscal Controls'
Topic: Fiscal Controls

Summary / Recommendation: This report summarizes fiscal controls Authority staff have developed and followed in the past few months. The Board may suggest additional controls to improve the fiscal management of the Del Norte Solid Waste Management Authority. Staff will circulate this report for additional comments and possible suggestions from the Del Norte County Auditor and the external auditing firm of Smith & Newell.

Background: Following the retirement of Authority Director Kevin Hendrick, Authority Treasurer Richard Taylor agreed to oversee fiscal administration of the Del Norte Solid Waste Management Authority on 26 July 2013 in coordination with the Acting Director.

The primary purposes for this public discussion of these fiscal controls are:

- to provide public reassurance that the Authority has already put procedures in place that would catch and stop the actions that appeared to result in 'missing funds' associated with checks with insufficient funds,
- to document for the Board, the Treasurer/Controller, County Auditor, the general public and external auditing firm (Smith & Newell) existing and

05 February 2014

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- proposed fiscal controls
- to clarify those fiscal controls that are to be implemented and monitored by Authority staff, the current Acting Director and any successors.

This report summarizes the fiscal controls already in place at the Authority, new fiscal control policies implemented since July 2013 such as the process for writing off 'bad debts' as adopted by the Board in September 2013, and parallel accrual and cash accounting procedures to be implemented in coming months.

Analysis: The retirement of the former Authority Director was coincident with the disclosure of approximately \$27,000 that was not appropriately documented within the Authority's accounts. Detective Bob Barber of the Del Norte County Sheriff's office has reported that the investigation of that case is nearing its conclusion.

Authority and County records indicate that this \$27,000 sum included the amounts of the checks that bounced as well as imposed fines. Some of this amount was turned over to a collections company and/or paid, and some portion is not expected to be collected either because the amount owed is too small or because of the length of time passed since a particular check bounced. So according to Authority and County records, the amount of 'missing money' is certainly less, perhaps as much as 2/3 less, than was previously reported.

As part of the Authority's continuing efforts to improve our fiscal management and reporting, staff is presenting a summary of the fiscal controls in place and being implemented as summarized on the attached table. Staff will share copies of this table for review and comment from the Authority's Treasurer / Controller, the Del Norte County Auditor, the Del Norte County Treasurer, and the Authority's external auditor, Smith & Newell. After receiving comments and any suggestions for additional controls, staff will present a final version of this summary of fiscal controls to the Board at a future Authority meeting.

Several new fiscal controls have been introduced since July 2013, and these warrant some additional explanation. The Authority policy adopted in September 2013 for writing off 'bad debt' owed to the Authority added the following regular fiscal controls:

- Regular review of checks with insufficient funds daily
- Conferring with Collections regarding referrals monthly
- Annually preparing a list of 'bad checks' and 'bad debts' that are over three years old, less than \$50, or debts owed to the Authority for which additional partial or final collection is unlikely
- Conferring with the DNC Auditor regarding 'bad debts' to be written off annually, with the attached report prepared for review and/or approval by the Authority Board

The Authority is also currently transitioning to a parallel accrual and cash accounting system. The Authority Treasurer / Controller and Acting Director believe

that regular fiscal management of this agency is best done using an accrual system of accounting, in which all revenues and debts accrue on the day these occur. For example under accrual accounting, revenues from commercial charge accounts are counted on the day of each charge rather than the date the account balance is paid. Del Norte County's accounting system is done on a modified cash basis, with the three months following the end of each fiscal year accruing all outstanding debts and payments for balancing out each fiscal year after this information is compiled and analyzed.

Authority staff are implementing this accrual accounting system using Scale Management System, QuickBooks, and Excel software. Implementing this new system is a multi-phase process, including entering all outstanding checks (including those with insufficient funds) into QuickBooks. Staff intends that after entering in this historical data and clarifying with the Del Norte County Auditor which 'bad debts' on the Authority's accounts, we will be able to reconcile the Authority's accounts with the Del Norte County Auditor's records.

Finally, this list of Fiscal Controls also includes two surprise cash counts to be conducted each year by the Authority Treasurer and possibly the Del Norte County Auditor to confirm that the amount in the Authority's safes match accounting documents.

The Authority Board should recognize that the Authority oversees not only the funds received and processed for services associated with the transfer stations, but also has fiscal oversight responsibilities for its contractors. Considering the total amount paid for solid waste and recycling services in Del Norte County, in FY 12/13, Recology Del Norte received 60% of all revenues (\$4,155,957), Hambro WSG received 26% of all revenues (\$1,769,095) and the Authority received and processed 14% of all revenues (\$954,939). The fiscal controls the Authority has over the Recology Del Norte, Hambro WSG, and other contractors are also included in the Authority's fiscal oversight responsibilities, though they have not been described in detail in this report. Furthermore, the amount of time Authority staff spend on internal fiscal controls reduces the resources available to provide fiscal and performance oversight of the Authority's contractors.

Alternatives: The Board may suggest additional fiscal controls, or identify one or more controls on this list that perhaps may be omitted.

Del Norte Solid Waste Management Authority Internal Fiscal Controls

not including fiscal controls relating to Authority contractors * Indicates a fiscal control introduced since July 2013

When	REVIEWER	DOER	
			Small Volume Transfer Stations: Klamath & Gasquet
Daily	Account Clerk	Site Attendant	Numbered cash receipts - Any missing numbers?
Daily	Account Clerk	Site Attendant	Receipt tape should match deposit
			Del Norte County Transfer Station
Daily	Account Clerk	Site Attendant	Balance Daily Receipts, Charge Accts, Checks, Credit & Debit
Daily	Account Clerk	Site Attendant	Track tickets, comments, weights, voids, etc.
Daily	Director / Treasurer	Admin Asst.	* Check deposits entered into QuickBooks & Excel
Daily	Admin Asst.	Account Clerk	Trace deposit for a specific date to Reconciliation for that date
Daily	Admin Asst.	Account Clerk	Examine any adjustments or corrections
Daily	Admin. Assist / Director	Account Clerk	Check to see deposits are made in a timely manner
			Income
Monthly	DNSWMA	Director	Compare deposits to budgeted income, prior month, and prior year
Monthly	Treas / Controller	Admin Asst.	* Review checks with insufficient funds, following 'bad check' policy
Monthly	DNSWMA	Director	Earned Revenue comparisons prepared for DNSWMA Board review
Monthly	DNSWMA	Admin Asst.	Monthly cash report prepared for DNSWMA Board review
Monthly	Director	Admin Asst.	Mail Statements in timely manner (in first week of the month)
Monthly	Director	Admin Asst.	Check for any large or dated outstanding balances
Monthly	DNC Auditor	Admin Asst.	* Confer with Collections regarding existing and new referrals
Monthly	DNC Auditor	Admin Asst.	Check on redemption and documentation of bad checks.
Monthly	Director	Admin Asst.	Update list of customers 'not allowed to use checks'
			Expenses
Monthly	DNSWMA	Admin Asst.	Claims signed by Director & Treasurer for DNSWMA Board review
Monthly	DNSWMA	Admin Asst.	Monthly charge report prepared for DNSWMA Board review
Monthly	DNSWMA	DNC Auditor	Monthly Treasurer / Controller Report from County Auditor
Monthly	DNC Auditor	DNSWMA	Claims >\$5,000 require Board approval
			Budget Management
Monthly	DNSWMA	Admin. Assist. / Director	Compare claims to budget, PO or Contract to cover claims
Monthly	DNSWMA	Director	Project anticipated expenses
Monthly	DNSWMA	Director	Prepare budget transfers as needed
Monthly	Director / Treasurer	Admin Asst.	* Implement full parallel accrual and cash accounting (in process)
			Cards
Quarterly	Director	ESP Inc. / Accelerated Payments	Quarterly Scan for 'PCI compliance'
			Safe
Biennial	DNC Auditor	Treasurer	* Surprise cash count w/ Treasurer & County Auditor
			Audit
Annual	DNSWMA / DNC Auditor	Admin Asst. / Treas. / Dir.	* Confer on bad checks and debts to be 'written off'
Annual	Director / Treasurer	Admin Asst.	Prepare documents related to income & expenses
Annual	Director	Program Manager	Prepare documents related to landfill liabilities
Annual	Director	Admin Asst.	Prepare documents related to depreciation
Annual	Director	Treasurer	Prepare documents related to OPEB requirements
Annual	Director	Treasurer	Preparing California Annual Compensation report.
Annual	Director	ESP Inc. / Accelerated Payments	Questionnaire and scan for PCI Compliance
Annual	DNSWMA / Director	External Auditor	Complete External Audit



Del Norte Solid Waste Management Authority

1700 State Street, Crescent City, CA 95531

Phone (707) 465-1100 Fax (707) 465-1300

Staff Report

Date: 06 March 2014
To: Commissioners of the Del Norte Solid Waste Management Authority
Cc: William Schoen, R3 Consulting Group
From: Tedd Ward, M.S. – Acting Director / Program Manager *Tedd*
Del Norte Solid Waste Management Authority

Attachments:

1. Authority Treasurer's Report regarding Option to combine Administrative Assistant and Account Clerk positions
2. Memo from Authority legal counsel Martha Rice regarding Option 3
3. Correspondence with regulatory agencies regarding R3's Draft Report
4. R3 Consulting Draft Report Assessment of the Del Norte Solid Waste Management Authority
5. Current delineation of Permit & Monitoring Activities at the Crescent City Landfill
6. Authority Staff Comments regarding R3's Draft Report
7. Public Comments submitted regarding R3's Draft Report

File Number: 130101 – Assessment of the Authority
Topic: Comments regarding the Draft Report Assessment of the Del Norte Solid Waste Management Authority

Analysis: In overview, the R3 draft report reached some very significant positive conclusions:

1. The Del Norte Solid Waste Management Authority, as a single Joint Powers Authority serving both Del Norte County and the City of Crescent City, is the most efficient entity for managing solid waste related functions in Del Norte County. (page 10)
2. Current Authority staff has the experience and expertise to effectively handle required solid waste management functions. (page 15)
3. The Del Norte County Transfer Station is well run and well maintained by Hambro/WSG, and R3 had no suggestions for operational improvements. (page 19)
4. Authority staff are meeting all regulatory requirements in a timely and comprehensive manner. (page 17)

7.2

07 March 2014

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I:\Tedd\DNSWMA\Assessment\Response to Draft\20140307 Staff Comments R3 for DNSWMA Board.doc

Additional detailed comments are presented in the documents attached to this report.

Summary / Recommendation: That the Authority Board takes the following actions:

1. Make a finding that the draft as submitted is incomplete and additional work is needed to bring this document to the level of detail expected for a draft report of this nature.
2. Direct staff to submit this entire report to R3 Consulting Group by 26 March 2014 so that they may complete this draft report.
3. Provide additional direction to staff regarding any additional questions or comments that should be submitted to R3 regarding this preliminary draft.
4. Approve payment of R3 Invoice 7261 in the amount of \$16,930. If approved, R3 would have \$10,344, or 30% of the original project budget, to complete this work.
5. Defer payment of R3 Invoice 7281 in the amount of \$8,068.75.

The recommended date for submitting comments on this preliminary draft is one week later than was projected under the original project timeline. Staff requests this delay to allow time to prepare a draft budget for FY 14/15 for presentation at a special Authority meeting to be held during the last week of March. After receiving and reviewing a revised draft Assessment Report at the regular Authority meeting of 14 May 2014, the Authority may wish to submit additional comments after having time to consider the revised Assessment report in the context of additional supporting facts, analysis and numerical justification.

Background: The R3 Consultants had a very short period of time to complete the depth of analysis requested by the Authority. The draft report was submitted a day ahead of schedule to the Authority on 19 February 2014. By 24 February 2014, this report was distributed to all Authority Commissioners and posted to the Authority website. In the original timeline for this project, comments on this report were to be submitted to R3 by 19 March 2014, and they were to produce a final report by 03 April 2014. The draft report repeatedly fails to acknowledge or address information that was included in the background documents distributed with the Request for Proposals for this project, and those instances are shown in bold. Considering the importance and complexity of issues being addressed in this report, staff believe that before the Board takes any action based on the recommendations or Options within this report, additional factual and numerical information should be presented by R3 to justify the recommendations, providing comparison to all reasonable alternative courses of action, and a description of related actions and predictable costs associated with implementing such options or recommendations.

The amount and depth of additional information is substantial enough that the Board may have additional comments after reviewing the revised draft of this report with

directions regarding the recommendations and support details to be included in the final report.

Alternatives:

1. The Board may consider this draft adequate, and submit comments on this draft so that R3 may complete a final document according to the original schedule. This course of action risks that the final report may not address Authority concerns nor provide an adequate level of analysis, putting the Board at risk of incurring unanticipated costs, procedural delays, or unintended consequences, should the Board act on recommendations in such a report without a comprehensive analysis.
2. The Board could direct staff to ask that R3 revised one or more of the invoices submitted, up to a specified lower amount, so all parties acknowledge that additional work will be needed to address Authority's questions and concerns.

Fiscal Impact: Should the Board act on any of the options or recommendations in this report, there could be significant fiscal impact, in planning and preparing for such structural changes, in implementing such changes, in shifting annual operational costs, and in potential future costs associated with permits and potential enforcement actions. The current draft does not provide adequate analysis to assess these potential risks or costs.

Related Issues:

1. Despite R3's acknowledgement that staff has the expertise and experience to perform their functions and are meeting all requirements, this draft R3 report presents Options that essentially threaten the job of every single Authority employee. As a result, this report has had a severely adverse impact on staff morale. Staff would appreciate any reassurance the Board would care to provide regarding their acknowledgement of the successful efforts of current staff to keep this agency functioning through this extended period of uncertainty and transition.

2. Staff agree with R3 that JPAs are very different and very difficult to compare because they have different responsibilities. We also agree with R3 that the Authority's set of responsibilities is *unique*. Therefore we were surprised that R3 based their main argument for the elimination of Authority staff positions on comparisons to other agencies which, to the extent of our knowledge, seem to have very different responsibilities. For example, they compare the Authority to Sonoma's JPA. Based on the (10 year old but more detailed) report referenced by R3, however, Sonoma does not even own or operate any facilities or collect any receipts -- yet currently Sonoma appears to employ two Program Managers as well as a Director, Analyst and Clerk. This is like comparing apples to oranges. Without more specific information about all responsibilities including ownership/operation of facilities, in their short timeframe R3 was not able to supply any updated facts to flesh out such a comparison.

R3 also notes that the Authority is most like the Humboldt Waste Management

Authority (HWMA) but provides no facts about that agency. Staff can provide some comparisons, but only as an example of the specifics that would be needed. Like DNSWMA, HWMA is responsible for numerous contracts related to waste and recycling, but none of those contracts are for collections. Both agencies have closure/post closure responsibilities for one landfill. Both DNSWMA and HWMA staff one Transfer Station gate/scale house and receipts 358 days a year. In addition, however, DNSWMA is responsible for operating two outlying transfer stations/receipts. HWMA is not. Regardless of population size or volume, both agencies must staff those gate houses during posted hours.

Unlike DNSWMA -- HWMA does **not** negotiate any franchise agreements, and they are **not** responsible for regional agency reporting requirements, as most of the cities do their own reporting. Regardless of population size or volume, these tasks take a certain amount of staff time.

HWMA appears to have 9 FTE "office" or core staff plus 4.5-5 FTE staff on the gate/scale house, for a possible total of 14 FTE marginally comparable staff positions. This comparison breaks down quickly, however, because these staff are responsible for additional facilities beyond those sketched here, and HWMA reportedly has a total of 41 employees. They are much larger and enjoy certain economies of scale. As far as any comparison goes, DNSWMA has 4 FTE "office" or core staff positions at present, and 6 part-time gate/scale staff, for a total of 7-8 FTE staff positions.

Staff acknowledges that this comparison is not complete or definitive. This additional information is provided only to indicate the depth of information needed to avoid an apples-to-oranges style comparison. While it may not be worthwhile or cost-effective to develop comprehensive information in an effort to compare agencies with inherently different responsibilities, neither should Board decisions rely upon comparisons based only on the number of partners, population, and volume.

Richard D Taylor, C.P.A.
4300 Kings Valley Rd
Crescent City, CA 95531
(707) 464-9636

Treasurer's Report

Date: 05 March 2014
To: Del Norte Solid Waste Management Authority Board
Cc: R3 Consultants
From: Richard D. Taylor, DNSWMA Treasurer / Controller
Subject: R3's suggestion to "...combine the 2.5 full time equivalent administrative staff positions into a single new Management Analyst position staffed with a person with administrative, financial and accounting skills."

I recommend that the Authority Board ask that the following questions be addressed in R3's final report, and that the Board have satisfactory answers to these questions before taking action on any related Option or recommendation.

Specific Questions related to these concerns:

1. How would the suggested creation of the Management Analyst position comply with the separation of duties prescribed by the Generally Accepted Accounting Principles currently followed under the Authority's cash and accounting systems?
2. What are the potential additional costs or savings for any additional or reduced accounting efforts from the Authority Treasurer or County Auditor or County Treasurer to implement the suggestion to create the Management Analyst position while retaining a separation of duties?
3. What is the basis for asserting that there would be a net cost savings to the Authority under this recommendation? What would be the job description for the Management Analyst position and what would be the minimal professional requirements for qualified applicants? What would be the suggested pay range?
4. How would the daily Authority financial, management and administrative responsibilities be addressed during absences of the Management Analyst? Who would do this

work and how would they be trained?

5. Please identify some other joint powers authorities or solid waste management agencies that use such an accounting structure and compare their general system (number and types of facilities owned and operated, cash receipts handled, days open to public, staffing structure, oversight, etc.) to that used by the Authority.

Response and Concerns regarding the R3 Draft Report:

Having served as Authority Treasurer / Controller for over twenty years, in my opinion the creation of a single Management Analyst position to replace the '2.5 full time equivalent administrative staff positions' would reduce the number of cash controls currently in place and would increase the potential for errors and/or theft in accounting for Authority revenues and tracking budgets and expenses.

First, it is important to recognize that the Authority actually has only two administrative staff positions (Administrative Assistant and Account Clerk). Refuse Site Attendant Keith Estes has been cross-training and working out of class to assist with accounting and administrative duties so these functions as well as cash controls can be maintained when other staff are on sick leave or vacation. Remember that the main Transfer Station is open 358 days each year.

Furthermore, additional administrative staff efforts have recently been associated with Authority-directed efforts, which I support, to establish parallel cash and accrual accounting systems using Quickbooks software so the Board can have better tools for timely assessment of the fiscal health of this agency.

There was a time when the Authority relied upon a single Administrative Assistant to provide accounting, invoicing, and clerking functions. This was, however, the same period which in retrospect has raised concerns about how the Authority accounted for checks with insufficient funds, and how changing safe balances were documented. This approach to staffing would put the Authority in the same (potentially vulnerable) position that it was in previously with only one person controlling all of the Authority's cash flow.

The Financial Accounting Standards Board has set Generally Accepted Accounting Standards since 1973, and these standards include internal controls that are designed to deter and detect potential employee fraud, find clerical errors. One of these internal controls for Generally Accepted Accounting Standards is 'separation of duties,' with at least two different individuals – one counting the money and making deposits and another recording the accounts. This was one of the reasons I supported the Authority's actions to separate these duties when the Account Clerk position was first proposed to the Authority Board in 2009. Though the County Auditor does provide additional accounting services, they neither reconcile receipts to deposits nor allocate revenues and expenses to accounts.

While some private businesses may choose to not follow such Generally Accepted Accounting Standards, I generally do not support this public agency violating these standards. I do not concur with this course of action without a comprehensive analysis acknowledging this concern and considering alternatives that might reduce the Authority's potential exposure to theft, kiting, or other potential financial malfeasance. R3's draft report did not provide such analysis. I suspect the County Auditor and our external auditor Smith and Newell may also have similar concerns.

If all administrative and accounting staff were combined as suggested in R3's draft report, this single Management Analyst would need to be available every day of every week if the Authority is expected to make daily deposits, prepare cash for station operations, pay bills, receive payments, and track accounts in a timely manner. Any absences of this individual associated with illness, vacations, or other issues would immediately and directly adversely affect the fiscal functions, oversight and operations of the Authority. If this Management Analyst were to quit, retire, die, or become disabled, it is not at all clear to me who would train the replacement or how that transition would be managed.

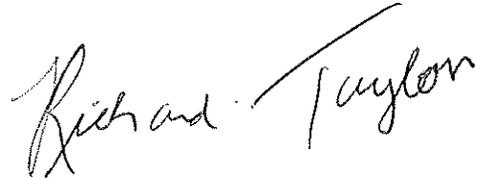
For example, if Administrative Assistant Isabel Valdez had not trained Refuse Site Attendant Keith Estes to assist with the Authority's accounts, her absence these past couple of weeks would have resulted in not having claims paid on time and possibly would have delayed invoicing and statements. (Though Keith is being cross-trained and working out of class, we are careful to always have two different people verifying tills and accounts.) If there was a single Management Analyst fulfilling all financial functions, daily deposits of gate receipts would be delayed any time that person might be absent. Board members may recall that delayed deposits previously were occurring during the same periods with only a single financial person and which have led to current concerns about the Authority's accounts. It is also our policy now to promptly deposit cash and other receipts.

The draft report also repeated criticisms I have heard before that the Authority is too reliant on paper recordkeeping, and I feel this information is not current. On March 1st, the main computer at the Del Norte County Transfer Station scalehouse died and the Acting Director and Shawn Slater worked through the weekend to get all systems back up and running. Though the scales were still working, this situation resulted in paper receipts being handwritten for that Saturday and Sunday. This is the first time in the past year and a half that I have seen paper records used in the Authority office. Accounting and bookkeeping at the Authority is done electronically unless computer systems are not available, such as in Gasquet and Klamath, or when these systems are down for repair, such as we saw this weekend.

The Authority's budgeting process starts in March. I suggest that the Board direct staff to develop a budget consistent with the current staffing structure until these issues can be resolved. In working with the Acting Director over the past year addressing the Authority's financial issues, and in the creation of stricter fiscal controls, I am confident he has the skills needed to

draft and manage the Authority's budget, and I will work with him to create a budget to meet the agencies needs.

Also, regarding R3's suggestion that transfer station gate staff should do clerical work, this 'separation of duties' generally limits their activities to filing, answering phones, custodial duties, and non-financial data entry as appropriate. I have observed over the past year that several gate staff are already doing these things during a portion of their workdays.

A handwritten signature in black ink that reads "Richard Taylor". The signature is written in a cursive style with a long, sweeping horizontal line above the name.

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MEMORANDUM

TO: DNSWMA BOARD OF COMMISSIONERS

FR: MARTHA D. RICE, LEGAL COUNSEL

DT: MARCH 4, 2014

RE: R3 Draft Report Recommendation Regarding Staffing, Option #3 Contract Scale House Staffing to the Private Sector

A. BACKGROUND

The Authority issued an RFP for an Assessment of the Del Norte Solid Waste Management Authority. As part of the assessment, the Authority posed a number of specific questions for which it sought answers. One of those questions was the following,

“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?”

B. R3 RECOMMENDATION

The response to the question from R3 in the Draft Report is the following,

“Yes, the Authority is the most effective and efficient entity for managing solid waste in Del Norte County, provided that:

- Appropriate adjustment are made to management and administrative staffing levels; and
- Staffing and other Authority resources are effectively directed in support of the Authority’s short-, medium- and long-range objectives.”

As part of its qualified answer, R3 recommends that the Authority be “restructured.” R3 goes on to state that “there are a number of options for restructuring the Authority that we believe offer reasonable alternatives to the current structure....”

Option #1 is to maintain the basic structure but to reduce management and administration staffing levels. Option #2 is to contract out the executive director position. Option #3 is to contract out the scale house staffing to the private section. It is Option #3 that I feel I must comment upon from a legal standpoint.

C. CONCERNS REGARDING OPTION #3

Option #3 entails taking what are currently public sector jobs and handing them over to the private sector. There are two serious legal issues implicated with this course of action. The first issue is the recent court action that raises the question of whether it is legally permissible to take a non-specialized public job (such as gate attendant) and contract it out to a private entity. The second issue is one of making sure that the legal limitations of the contract providing for gate attendant services are understood.¹

1. Privatizing Public Jobs

In August of 2012, a three-judge panel of the 4th Appellate District of California issued an opinion on privatization, which it variously referred to as “outsourcing” or “contracting out.” *Cost Mesa City Employees Ass’n v. City of Costa Mesa* (4th Dist. 2012) 209 Cal.App.4th 298. A city-employee association sued the City of Costa Mesa, challenging the City’s plan to privatize a vast array of city services. Prior to a trial on the merits, the Court held that a preliminary injunction would issue to halt the implementation of the City’s plan while the lawsuit proceeded.

The Court held that the employees had a reasonable possibility of prevailing over the City because of two sections of the Government Code, referred to in the following quote:

In our view, [Gov’t Code] sections 53060 and 37103 are actually quite germane to the plan in that they limit a city’s right to contract with private entities. By implication, and as interpreted over the years, the statutes generally prohibit a city from contracting with a private entity for nonspecial services. *Costa Mesa*, 209 Cal.App.4th at 315-316.

These two sections referenced by the Court read as follows:

§ 53060. Contracting with persons for special services

The legislative body of any public or municipal corporation or district may contract with and employ any persons for the furnishing to the corporation or district special services and advice in financial, economic, accounting, engineering, legal, or administrative matters if such persons are specially trained and experienced and competent to perform the special services required.

The authority herein given to contract shall include the right of the legislative body of the corporation or district to contract for the issuance and preparation of payroll checks.

The legislative body of the corporation or district may pay from any available funds such compensation to such persons as it deems proper for the services rendered. (Emphasis added.)

* * *

§ 37103. Contracts for special services and advice; Compensation The legislative body may contract with any specially trained and experienced person, firm, or

¹ A third, non-legal issue, with privatizing the gate attendant staff, is that the Authority would lose the opportunity to use gate attendants for administrative clerical support, another recommendation from R3.

corporation for special services and advice in financial, economic, accounting, engineering, legal or administrative matters. (Emphasis added.)

It may pay such compensation to these experts as it deems proper.

The Court of Appeal did not decide the merits of the *Costa Mesa* case, but a fair interpretation is that the opinion set the stage for a victory by the employees, which will severely restrict the ability of cities (and DNSWMA) to contract out basic services. The case is still pending before the Orange County Superior Court and is not expected to be heard until 2015.

2. *I-Bank Obligation and Qualified Management Contracts*

The second legal issue concerns the I-Bank “loan” from the State.² So long as the I-Bank obligation remains outstanding, any contract for gate attendant services must meet the criteria for a “qualified management contract” under IRS regulations. The point of a qualified management contract is to prevent a publicly-financed facility from being used to turn a profit for a private company. IRS Revenue Procedure 97-13, as modified by IRS Revenue Procedure 2001-39, governs management and service contracts between a governmental unit and a for-profit service provider where the public facility has been financed by tax-exempt bonds.

Public facilities financed by tax-exempt bonds cannot support what is referred to as “private business use.” IRS Regulation 1.141-3 defines what constitutes a private business use. Generally a contract for services results in a private business use of the property if compensation is based, in whole or in part, on a share of net profits from the operation of the facility. A contract will also be deemed to create a private business use of property if the service provider is treated as the lessee or owner of the financed property. If the contract for gate attendant services is neither of the above types of contract, then it must be evaluated under the IRS Revenue Procedure 97-13, as modified. The procedure requires that the contract be one for a fixed periodic fee³, adjustable only by a specific, objective, external standard such as the Consumer Price Index, and with a maximum term of 15 years. This may be possible from a logistical standpoint, but it is important when evaluating the options to understand what type of contract is allowed under the regulations.

² The I-Bank obligation is a financing arrangement with the California Infrastructure and Economic Development Bank (“I-Bank”), which is structured as a series of leases. The construction of the transfer station was financed through the Infrastructure State Revolving Fund Program (“ISRF”) which issues ISRF Program bonds from time-to-time to support the program.

³ A fixed periodic fee means a stated dollar amount for services rendered for a specified period of time.

Tedd Ward

From: Morrison, Gina@Waterboards [Gina.Morrison@waterboards.ca.gov]
Sent: Wednesday, March 05, 2014 11:52 AM
To: 'Tedd Ward'
Cc: Henrioulle, Diana@Waterboards; Leland, David@Waterboards
Subject: RE: Questions regarding Administration of the Crescent City Landfill

Hi Tedd,

Given the timeframe you need this information in, this informal email is the best I can provide for you and the committee.

First off, Appendix B of the report indicates that Cover Design, Drainage and Erosion Control, Gas Monitoring and Control, Post-closure Land Use, Slope Stability, Construction Quality Assurance are only under the purview of CalRecycle/LEA; however they are all regulated by the RWQCB as well.

Any change in responsibility for the facility will require, at a minimum, an update to the Form 200 and the storm water Notice of Intent for the landfill, and an update to the storm water Notice of Intent for the transfer station. The WDR itself may not be updated for some time, but annual fees are invoiced in accordance with the Form 200, not the WDRs.

Changes to the Pledges of Revenue for the landfill will depend on the wording as to responsibilities and who was signatory. I believe it has been DNSWMA, so all the Pledges will probably need to be updated. These pledges need to reflect the responsible party, and if DNSWMA is no longer on the permits, DNSWMA cannot be the responsible party.

The same comment applies to the post-closure maintenance plan. If the plan states that DNSWMA is in charge of something they are not in charge of anymore, the documents must be updated to accurately reflect who is in charge of things. These documents must be submitted to RWQCB, as well as to CalRecycle/LEA.

If sampling responsibility is being shifted to someone else, we would need to have information showing that the new party has been trained to properly collect and handle environmental samples prior to their conducting any sampling. Reporting will continue to require a PE or CEG to sign off and stamp the report. This means that person is responsible for the oversight of the personnel obtaining the data used in the reports. We may reject reports if the sampling is questionable.

If responsibility for the landfill is shifted to only the County, the County would be responsible for everything as far as the Regional Water Board is concerned, even if DNSWMA continued to do work for the County. Any violations, fees, or legal actions would be taken against the County, the named responsible party.

To keep any changes from affecting the current rating appeal, the County should be added to the sign-off of the final results report. That way we know that the potential new "operator" has also vetted the information submitted.

Whatever the parties decide behind the scene does not change the responsible parties to the RWQCB, until the correct and signed paperwork is submitted to and accepted by RWQCB staff.

Once the course of action has been decided, please feel free to contact me regarding specifics.

3/5/2014

Gina

From: Tedd Ward [<mailto:tedd@recycledelnorte.ca.gov>]

Sent: Friday, February 28, 2014 1:35 PM

To: Beatrice.Poroli@CalRecycle.ca.gov; 'Byrne, JoAnne@CalRecycle'; Morrison, Gina@Waterboards; 'Houawa Moua'

Cc: 'Heidi Kunstal'; 'Yekta, Gino'

Subject: Questions regarding Administration of the Crescent City Landfill

Importance: High

Greetings Beatrice, JoAnne, Houawa & Gina:

The Del Norte Solid Waste Management Authority has hired R3 Consulting Group to provide an Assessment of this agency.

The draft report from R3 can be viewed here:

<http://www.recycledelnorte.ca.gov/wp/wp-content/uploads/2013/12/Del-Norte-County-Draft-Report-021914.pdf>

Among their recommendations on page 16 (page 20 of the pdf) are that all management, maintenance, monitoring and reporting responsibilities currently administered by the Del Norte Solid Waste Management Authority related to the Crescent City Landfill revert to Del Norte County.

Could you please provide answers to the following questions so the Authority Board is aware of the associated potential impacts of pursuing such a course of action?:

1. What actions would the Authority need to take to document shifting all responsibility for permits, maintenance, monitoring and reporting to Del Norte County?
2. Would such action require any revisions to the PostClosure Maintenance Plan or other permits related to the Crescent City Landfill?
3. What actions would the LEA need to take to process and document such changes in responsibility?
4. Would such action also require changes to the Pledge of Revenue Agreement, as this facility is administered by the Del Norte Solid Waste Management Authority?
5. Would such changes to permits and associated documents need to be completed before Del Norte County took full responsibility for the landfill, or could the paperwork follow the action?
6. If Del Norte County became both owner of the landfill property and completely responsible for monitoring and maintenance of this facility, if there was any violation in future, would not Del Norte County be completely responsible for addressing such violations and any associated fines?
7. Could such action impact the Authority's current appeal of Threat / Complexity rating and the associated Waste Discharge Requirement fee, and if so, how?
8. Do you have any other comments relevant to the Options presented in this report?

Thanks for your time and consideration. I would be happy to provide any additional background information you might require.

Our agenda publication deadline for the next Authority meeting is March 6 at noon. If you have answers or comments to the above questions and do not have time for a written response, please call me before that time.

Thanks again,

Tedd Ward, M.S.
Acting Director / Program Manager
Del Norte Solid Waste Management Authority
707-465-1100

3/5/2014

Spencer Fine, Integrated Waste Management Specialist for CalRecycle provided the following answers:

Could you please provide answers to the following questions so the Authority Board is aware of the associated potential impacts of pursuing such a course of action?

1. What actions would the Authority need to take to document shifting all responsibility for education and public information to Recology Del Norte, as described in the Countywide Integrated Waste Management Plan and updated through the annual reporting process?
 - Actions regarding the responsibility for education and public information are a local jurisdiction decision.
 - The Authority can contact Spencer either via email or phone call as to who the contact will be at Recology and provide an overview of what Recology will be responsible for.
 - Each year the EAR is completed, the Authority and Recology need to coordinate to ensure all information relating to education and public information is reported on via the EAR.

2. Would the Authority remain responsible for coordination, oversight and monitoring of such outreach activities for reporting under the Electronic Annual Report, or could Recology do that also? Could there be any issues or conflicts associated with a contractor both providing public outreach on behalf of a public agency and reporting on those activities?
 - The ultimate responsibility in terms of reporting via the EAR is the Authority. However, the Authority can grant Recology 'EAR editor' security rights and list Recology as a contact. Then CalRecycle would provide Recology with a webpass. Recology would be able to add/make edits in the EAR, even to the same note field as the Authority staff, up until the time the EAR is submitted. The EAR tracks who makes a change/addition and what is changed based upon the webpass name. Spencer could assist you with explaining how to grant Recology EAR access.
 - We are not aware of any issues or conflicts associated with a contractor providing public outreach on behalf of a public agency and reporting on those activities. Many jurisdictions give access rights to contractors, their haulers, etc.
 - We would recommend the Authority staff coordinate with Recology (or any other contractor) to ensure activities are being accurately reported each year via the EAR.

3. For the Oil Payment Programs and the Division of Recycling grants are there any limitations or restrictions on having private contractors provide outreach and public education?
 - If the private contractor has delegated authority (either through a resolution or through the local jurisdictions own delegating policy method) to provide outreach and public education by the jurisdiction, the contractor is able to perform these tasks on behalf of the jurisdiction.
 - Specifically per question 3 - For Oil Payment Programs (OPP), there are no restrictions for private contractors to be involved in providing outreach/public education, as long as the OPP funds are paying for their involvement in used oil/filter focused activities. Similarly, for Division of Recycling (DOR) BCRF programs, as long as the activities relate to CRV containers.

4. Are you aware of examples of any other rural California communities similar to Del Norte that contract out all of their education and public outreach activities? If so, how effective would you consider their programs? Do you think the Authority Board could anticipate savings or additional costs from such an approach in a rural community?
 - CalRecycle is not in a position to comment on the relative effectiveness or anticipated savings/costs associated with having a contractor implement the education and public outreach activities. We can supply an example of another rural California community, Yuba/Sutter, that contracts out their education and public outreach. Yuba/Sutter (YS) Regional Waste Authority contracts with Recology to manage all education and public outreach activities, as well as manage the Transfer/HHW station. If you need us to research if there are other rural communities doing this, please let us know.

5. Would you have any concerns about a private contractor being responsible for outreach related to programs and services that that contractor does not provide (e.g. Recology would be in the position of promoting household battery recycling, fluorescent bulb recycling, and the household hazardous waste collection event, though they have no role in delivering those services)?
 - We would not have any concerns if the outreach related programs are being implemented. To ensure the programs are effectively implemented, the Authority would need to ensure there is coordination by Recology and any other applicable programs, such as HHW, to

From: Byrne, JoAnne@CalRecycle [mailto:JoAnne.Byrne@CalRecycle.ca.gov]
Sent: Friday, February 28, 2014 2:19 PM
To: Tedd Ward
Cc: Castle, Richard@CalRecycle; Adams, Garth@CalRecycle
Subject: RE: Questions regarding Administration of the Crescent City Landfill

Hi Tedd,
Answer to number 4 & 5 (Financial Assurances)
Yes, the Pledge of Revenue Agreement would require amending to reflect County of Del Norte as the operator. And yes, it must be completed and fully executed BEFORE the change. I will be happy to assist with the revision and expedite it through the approval process. Touch base next week.
Have a nice weekend!
JoAnne Byrne
FAU

From: Tedd Ward [tedd@recycledelnorte.ca.gov]
Sent: Friday, February 28, 2014 1:35 PM
To: Poroli, Beatrice@CalRecycle; Byrne, JoAnne@CalRecycle; 'Morrison, Gina@Waterboards'; 'Houawa Moua'
Cc: 'Heidi Kunstal'; Yekta, Gino@CalRecycle
Subject: Questions regarding Administration of the Crescent City Landfill

Greetings Beatrice, JoAnne, Houawa & Gina:

The Del Norte Solid Waste Management Authority has hired R3 Consulting Group to provide an Assessment of this agency.

The draft report from R3 can be viewed here:
<http://www.recycledelnorte.ca.gov/wp/wp-content/uploads/2013/12/Del-Norte-County-Draft-Report-021914.pdf>

Among their recommendations on page 16 (page 20 of the pdf) are that all management, maintenance, monitoring and reporting responsibilities currently administered by the Del Norte Solid Waste Management Authority related to the Crescent City Landfill revert to Del Norte County.

Could you please provide answers to the following questions so the Authority Board is aware of the associated potential impacts of pursuing such a course of action?:

1. What actions would the Authority need to take to document shifting all responsibility for permits, maintenance, monitoring and reporting to Del Norte County?
2. Would such action require any revisions to the PostClosure Maintenance Plan or other permits related to the Crescent City Landfill?
3. What actions would the LEA need to take to process and document such changes in responsibility?
4. Would such action also require changes to the Pledge of Revenue Agreement, as this facility is administered by the Del Norte Solid Waste Management Authority?
5. Would such changes to permits and associated documents need to be completed before Del Norte County took full responsibility for the landfill, or could the paperwork follow the action?

6. If Del Norte County became both owner of the landfill property and completely responsible for monitoring and maintenance of this facility, if there was any violation in future, would not Del Norte County be completely responsible for addressing such violations and any associated fines?
7. Could such action impact the Authority's current appeal of Threat / Complexity rating and the associated Waste Discharge Requirement fee, and if so, how?
8. Do you have any other comments relevant to the Options presented in this report?

Thanks for your time and consideration. I would be happy to provide any additional background information you might require.

Our agenda publication deadline for the next Authority meeting is March 6 at noon. If you have answers or comments to the above questions and do not have time for a written response, please call me before that time.

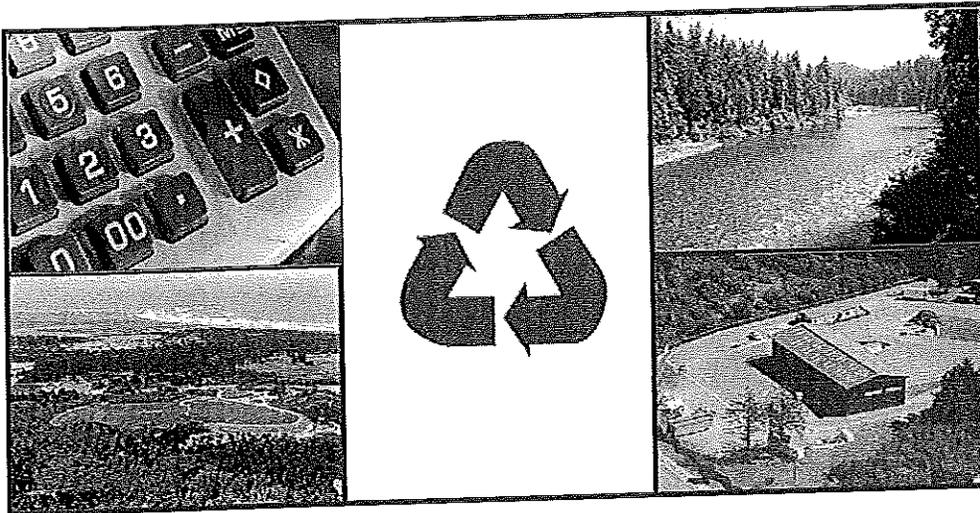
Thanks again,

Tedd Ward, M.S.
Acting Director / Program Manager
Del Norte Solid Waste Management Authority
707-465-1100

Current delineation of Permit & Monitoring Activities at the Crescent City Landfill

Agency	Order	Frequency	Activities	Authority Program Manager	Del Norte County	Crescent City	Contractor
Regional Water Quality Control Board	Order 97-90	Jan, Mar, Aug	Surface Water Sampling	Data entry & analysis	Collecting Samples		North Coast Labs
Regional Water Quality Control Board	97-90	Jan, Aug	Groundwater Sampling	Data entry & analysis	Collecting Data		North Coast Labs
Regional Water Quality Control Board	97-90	Quarterly	Groundwater levels	Data entry & analysis	Collecting Data		North Coast Labs
Regional Water Quality Control Board	97-90	Semi-Annual	Semi-Annual Reporting	Analysis, graphs & reporting	Drafting groundwater contours		North Coast Labs
Regional Water Quality Control Board	97-90	Semi-Annual	GeoTracker Reporting	Reporting			Aerial Surveyor
Regional Water Quality Control Board	97-90	Every 5 Years	Aerial Survey	Procurement, Review, Reporting			
Regional Water Quality Control Board	97-90	Annual	WDR Fee Payment / Appeal	Analysis, Advocacy, Fee payment			
Regional Water Quality Control Board	97-03-DWQ	Jan, Mar, Nov	Storm Water Sampling	Sampling			North Coast Labs
Regional Water Quality Control Board	97-03-DWQ	7 months/yr	Storm Water Inspection	Inspection			
Regional Water Quality Control Board	97-03-DWQ	Annual	Storm Water Reporting	Reporting, Fee Payment			
Regional Water Quality Control Board	97-03-DWQ	Annual	SMARTS Database Reporting	Reporting			
CalRecycle		Annual	Landfill Post-Closure Multiplier	Analysis and Advocacy	Assistance from Roads & Eng. Dept.		Alder Camp / Fire Safe Council
CalRecycle / RWQCB		As Needed	Erosion Control / Grading	Assessment/ Implementation / grading			EBA Engineering
CalRecycle		Annual	Vegetation Control	Setup & Supervision			
CalRecycle		Every 5 years	Five Year Closure Permit Review / Update	Report review / comment / submittal			
CalRecycle		As Needed	Pledge of Revenue	Commitment from DNCTS			
CalRecycle / RWQCB		Quarterly	Landfill Gas Monitoring	Monitoring & reporting		Council Approval	
CalRecycle		Quarterly	Inspections		BOC Approval		
Air Quality Management District		Submitted	Landfill Heat Capacity Report	Drafting RFP, Review and Submittal	LEA Inspectors & Report		EBA Engineering

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Submitted to:

**Del Norte Solid Waste Management
Authority**



February 19, 2014

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Consulting Group, Inc.
Resources, Respect, Responsibility

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Acknowledgement

We wish to acknowledge both the staff and Commissioners of the Del Norte Solid Waste Management Authority, as well as the staff from Del Norte County and the City of Crescent City that provided input and supported our review. In particular we wish to acknowledge the efforts on the Authority's Program Manager, Tedd Ward. Mr. Ward provided R3 Consulting Group with a significant amount of information and input that was critical to our.

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Executive Summary

The Del Norte Solid Waste Management Authority (DNSWMA or Authority) is the most effective and efficient entity for managing solid waste in Del Norte County, provided that:

- Appropriate adjustments are made to management and administrative staffing levels; and
- The Authority Commissioners establish clear and measurable short, medium and long-range goals and objectives for the Authority in support of its defined Purpose and staff and other available resources are aligned to effectively support those goals and objectives.

Currently there are few established objective standards to serve as a basis for directing the Authority's efforts and assessing the Authority's performance. Clearly a major objective of the Authority is to comply with all applicable regulatory requirements and it has done a good job in that respect. There have been relatively few regulatory issues over the past 5 years and where such issues have arisen, staff has effectively addressed them to the satisfaction of the regulatory agencies. Beyond that however it is not clear what the Authority's strategic priorities are (e.g., developing cutting edge programs, reducing costs).

While we do not recommend that the Authority be eliminated we do recommend that it be restructured. That restructuring should focus on establishing clear objectives and priorities, streamlining and improving management and administrative functions and reducing management and administrative staffing levels to bring them more in line with that required to effectively administer the responsibilities of the Authority.

There are a number of reasonable alternatives for restructuring the management and staffing levels of the Authority that we suggest:

- Maintain the basic current structure but reduce both management and administrative staffing levels:
 - Combine the Executive Director and Program Manager positions into a single new Solid Waste Manager position; and
 - Combine the 2.5 full time equivalent administrative staff positions into a single new Management Analyst position.
- Restructure the management and administrative positions as described above but fill the Solid Waste Manager position with a contract employee rather than public employee; and

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- Contract the operation of the transfer station scale houses to the private sector, provided this can be done effectively with a net economic benefit to the Authority (Note: this option could be done as a component of each of the above options).

Which option is best depends in part on the ultimate goals of the Authority (e.g., keeping public employees versus contracting functions and jobs to the private sector).

Introduction

In September 1992 Del Norte County and the City of Crescent City entered into a Joint Powers Agreement (JPA), which created the Authority. The original "Purpose" of the Authority as stated in the JPA Agreement was as follows:

- A. Siting, licensing, developing, constructing, maintaining and operating DNSWA disposal sites, transfer facilities and equipment, materials recovery facilities, and/or sanitary landfills;
- B. Disposal of solid waste;
- C. Preparing and implementing a DNSWA Solid Waste Management Plan and Liquid Waste Management Options Plan which meets the requirement of the Act;
- D. Disposal of waste generated in the incorporated and unincorporated area of the County and the ability to grant franchises for waste hauling at its discretion;
- E. Exercising all other appropriate powers reasonably necessary to carry out the purpose of this agreement; and
- F. Closure of the Crescent City Landfill and maintenance, monitoring and remediation thereof.

The JPA Agreement was amended in 2012 and included the following updated "Purpose" of the Authority:

- A. Planning, siting, permitting, developing, constructing, maintaining, managing and providing gate attendants for public disposal sites, transfer stations, and/or sanitary landfills, and planning for and securing the services of necessary non-disposal processing facilities or other options related to recovering discarded resources and processing those materials to increase their value;
- B. Preparing, implementing, and providing related monitoring, reporting, updates and revisions for programs of a Regional Agency Integrated Waste Management Plan as required under the California Integrated Waste Management Act of 1989 as amended (California Public Resources Code commencing with section 40050), including programs related to used motor oil, oil filters, and

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household hazardous wastes and other materials and products banned from mixed waste disposal;

- C. Defining and monitoring the service standards for collections of discards in the incorporated and unincorporated area of County and the ability to grant franchises for waste hauling and/or collection and processing of mixed recyclable materials, in its discretion;
- D. Exercising all setting and controls on maximum rates to be charged to the public for discard collections services, and other appropriate powers reasonably necessary to carry out the purpose of this Agreement, including securing disposal capacity for Del Norte County residents, agencies and businesses as required under Public Resources Code sections 41701 and 41703;
- E. Developing, securing adoption, and implementing Ordinances and programs to control and prosecute illegal dumping and blight in Del Norte County associated with solid waste accumulation and storage; and
- F. Post-closure maintenance, monitoring, reporting and remediation related to the Crescent City Landfill, as required by relevant Orders from the Regional Water Quality Control Board, North Coast Region, the California Department of Resources Recycling and Recovery (CalRecycle) and the North Coast Air Quality Management District.

There seems to be a general consensus that the Authority has effectively achieved its original Purpose stated above and that it has served a valuable function for the residents and businesses of the County. Among other things the Authority was a leader in the Zero Waste movement and is credited with drafting the first of its kind Zero Waste Plan in the country.¹ More recently the Authority has actively supported Extended Producer Responsibility (EPR) at both the local and state level. It started one of the first six EPR funded rural county pilot projects for carpet collection and also has producer-financed take-back programs for mercury thermostats and household batteries. The former Executive Director recently received the California Product Stewardship Council's "EPR Super Hero Award" for the most outstanding contributions of any individual to the EPR movement.

While the Authority appears to have effectively met its original Purpose, as discussed above, questions have been raised over the past several years regarding the functions of the Authority and whether it should be restructured in some fashion (e.g., management placed under the County or City or County and City jointly) or perhaps completely disbanded. This issue was

¹ Source: Institute for Local Self-Reliance.

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addressed by an ad hoc committee of the County Board of Supervisors and while considerable attention has been given to the question of if or how the Authority should be restructured or disbanded to date no action has been taken. In an effort to resolve this issue, the Authority engaged R3 Consulting Group (R3) to prepare responses to a series of specific questions posed by the Authority Board of Commissioners to assess the relative effectiveness of the Authority's operations. This report provides R3's answers to those specific questions.

Approach & Methodology

Our review and analysis included, but was not limited to the following:

- A Kick-Off Teleconference was held with the Interim Executive Director in late December 2013. Prior to the Kick-Off Teleconference and throughout the course of our review, the Authority gathered and provided a range of requested information to R3 in support of the Authority's assessment. That information included the Background Documents issued with the Authority's Request for Proposals. In addition, R3 requested, received and reviewed numerous other information, including the following documents:
 - Work Priorities Fiscal Year 2013-14;
 - Listing of Executive Director Activities; and
 - Listing of Program Manager Activities.
- R3 Project Team members conducted an onsite review in early January 2014. During the time onsite, R3 conducted interviews with the following Authority Commissioners and staff:
 - Commissioners (5);
 - Interim Executive Director/Program Manager;
 - Administrative Assistant;
 - Account Clerk; and
 - Refuse Site Attendants (2).
- R3 also interviewed the following parties:
 - Recology's General Manager and Recycling Coordinator;
 - Hambro Waste Solutions Group's Owner and General Manager;
 - County Administrative Officer, County of Del Norte;

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- City Manager, City of Crescent City;
- Environmental Health Specialist, County of Del Norte;
- Integrated Waste Management Specialists, CalRecycle (2);
- Water Resources Control Engineer, North Coast Regional Water Quality Control Board; and
- Managers of other JPA's throughout the State.
- R3 staff also:
 - Observed management and staff performance of various functions;
 - Toured the Del Norte Transfer Station and observed transfer facility and scale house operations;
 - Toured the closed Crescent City Landfill; and
 - Attended a special meeting of the Authority on January 22, 2014, to provide an opportunity for R3 to receive input from the general public regarding the Authority and R3's scope of services.

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Report Organization

The following Questions and Answers section of our report is organized sequentially and provides responses to each of the specific questions posed by the Authority Board of Commissioners related to the following five (5) aspects of the Authority:

- Organizational Structure;
- Staffing;
- Day-to Day Operations;
- Director Position; and
- Potential Alternatives to the JPA.

Note: The issues of both cash controls and cost controls were raised repeatedly during our research and interviews with Authority Commissioners. Review of cash controls was originally included in the County's scope of work but was subsequently removed. Review of policies and procedures and internal controls, including financial and cash controls, should be addressed as part of the recommended restructuring of the Authority and should be a responsibility of the Solid Waste Manager position that we recommend be established. With respect to cost controls, going forward we suggest that the Authority Commissioners and

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management staff undertake an annual business planning process that would provide a mechanism and forum for reviewing, among other things, opportunities for cost savings and potential changes to programs, services and functions to support the specific goals and objectives of the Authority.

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Questions and Answers

1 Organizational Structure

Question:

- 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?

Answer:

The Del Norte Solid Waste Management Authority (Authority) functions similar to that of other JPAs in the State of California (State) in many respects. It provides regional reporting services for its member agencies (like the 27 other CalRecycle approved regional agencies). It owns facilities like certain other JPAs (Humboldt, Lassen, Kings, South Bayside Waste Management Authority, Western Placer), and it is responsible for the management of collection system contracts (Central Contra Costa County, South Bayside Waste Management Authority).

Compared to other inter-governmental solid waste management agencies in California's smaller rural counties however, it is relatively unique. While 13 of the 23 counties in the State with populations less than 100,000 are CalRecycle approved Regional Agencies, like the Authority, most if not all of those JPAs do not own or operate facilities or have responsibility/liability for closed landfills. Those responsibilities/liabilities typically fall under the jurisdiction of the county. Additionally, the Authority's management and administrative staffing levels are more comparable to JPAs that serve significantly larger population bases and have a greater number of member agencies.

Analysis:

Regional Agencies

The Authority is a CalRecycle approved Regional Agency responsible for submitting annual reports, disposal reports, and other reporting data on behalf of its member agencies.² According to CalRecycle, there are twenty-eight approved regional agencies established throughout California (Appendix A). In addition, there

² Per Public Resources Code (PRC) Section 40970, cities and counties are authorized to form "regional agencies," which are allowed to report CalRecycle program information and disposal numbers as one entity instead of by jurisdiction.

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are various solid waste management JPAs that are not CalRecycle approved regional agencies, including the Humboldt Waste Management Authority.

Although the organizational structure and functions of JPAs vary, for summary purposes, solid waste JPAs can be categorized into three groups, as follows:³

Group One: AB939 JPAs – JPAs that primarily address the planning, implementation and/or reporting requirements mandated by AB939, but do not own, operate or manage facilities. JPAs that fall under this category include Amador, Butte, Colusa, Glenn, San Benito, Siskiyou and Yuba-Sutter.

Group Two: Facility Owners/Managers – JPAs that own facilities, or manage facilities through contracts with either private sector providers or with county or city departments, but do not provide hands-on operations.

These JPAs may also perform AB939 functions, but are more likely to have a dedicated budget and some staff, although some services may continue to be provided by member entities. Group Two JPAs include Marin, San Luis Obispo, Sonoma County, Lassen, Napa-Vallejo and Salinas Valley.

Group Three: Facility Operators - JPAs that operate disposal and/or diversion systems and facilities.

This group generally has the largest staff and budgets, and may contract for some services in addition to the operating responsibilities they have. The original purpose may be either AB939 (Kings) or disposal system management (Humboldt). Group Three JPAs include Humboldt, Kings and Tehama.

The Authority generally falls within Group Two. However, the dividing lines between these groups is not always so clear cut, and the Authority does operate facilities like the Group Three JPA's. However, the facilities operated by the Group Three JPA's tend to be larger volume facilities (like the Del Norte Transfer Station, which the Authority owns but does not operate).

While solid waste JPAs are not uncommon, the majority of jurisdictions in the California do not belong to a CalRecycle approved regional agency or other solid waste JPA. Regional agencies however do tend to be more prominent in rural counties like Del Norte. Siskiyou, Shasta, Lassen, Tehama, Glenn, Butte, Colusa, and Yuba and Sutter counties all have CalRecycle approved regional agencies. Of the 23 counties in the state with

³ Source: Regional Agencies: A Summary of California Integrated Waste Management Joint Powers Authorities; Jim Greco Consulting Organization.

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total populations of less than 100,000, 13 are members of a CalRecycle approved JPA.

While many of the JPAs in smaller counties like Del Norte are CalRecycle approved JPAs, unlike Del Norte most if not all of those JPAs do not own or operate any solid waste management facilities. In those jurisdictions solid waste management facilities, including transfer stations and open and closed landfills are typically owned and operated by the county. Within the rural counties in the State, the Authority's ownership of the County's transfer stations and responsibility/liability for the closed Crescent City landfill is perhaps most consistent with the Humboldt Waste Management Authority, which owns (and operates) the Hawthorne Street Transfer Station and has responsibility/liability for the closed Cummings Road Landfill.

Authority Management and Administrative Staffing

In terms of the staffing, the Authority is also relatively unique as compared to the many of the JPAs in the smaller counties in the State. Because those JPAs tend to have a more limited focus (e.g., regional reporting), there is no need for dedicated JPA staff, and county staff often fulfill the staffing needs of the JPA (e.g. Colusa, Glenn and Siskiyou counties).

In terms of staffing levels, the current staffing levels of the Authority are much more consistent with the staffing levels in JPAs serving much larger population bases. As currently structured, the Authority has two (2) full time management positions (Director and Program Manager/Clerk) and 2.5 full time equivalent (FTE) administrative positions (Administrative Assistant, Account Clerk, Part Time Account Clerk) for a total of 4.5 FTEs, serving two member agencies with a population base of approximately 30,000 residents.

For comparison purposes:

- The Sonoma County Waste Management Agency serves ten member agencies with a population base of approximately 490,000 residents, has five (5) FTE staff (Executive Director, Department Analyst, 2 Program Managers and an Agency Clerk);
- The Central Contra Costa Solid Waste Authority, which serves six member agencies with a population base of more than 165,000 residents, has six (6) FTE employees (Executive Director, Executive Assistant, Administrative Assistant, 2 Program Managers and a Finance Manager.)
- The South Bayside Waste Management Authority (San Mateo County), which serves 12 member agencies with a population base of more than 370,000 residents, has eight

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(8) FTE staff⁴ (Executive Director, Recycling Programs Manager, Office Manager, Environmental Education Coordinator, Environmental Education Associate, Contracts Manager, Finance Manager, Recycling Outreach and Sustainability Manager).

While staffing for many of the JPAs in the smaller counties in the State are provided through county employees, both Tehama County and Lassen County fill their JPA Executive Director positions with contract employees, as do other JPAs within the State, including the Sonoma County Waste Management Agency (referenced above) and the West Valley Solid Waste Management JPA in Santa Clara County.⁵

Question:

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?

Answer:

Yes, the Authority is the most effective and efficient entity for managing solid waste in Del Norte County, provided that:

- Appropriate adjustments are made to management and administrative staffing levels; and
- Staffing and other Authority resources are effectively directed in support of the Authority's short-, medium- and long-range objectives.

Analysis:

The JPA structure provides an effective means for managing solid waste in Del Norte County and R3 does not recommend eliminating the Authority. In fact, based on our discussions with Authority Commissioners and City and County staff, we found that there was little interest in eliminating the JPA. There were, however, concerns expressed about, among other things, management and administration staffing levels, cost controls, current goals and objectives of the system and whether staff resources have been effectively focused and organized to minimize costs and increase revenues.

⁴ Three (3) of these positions are specific to outreach and education.

⁵ The West Valley JPA is comprised of the cities of Los Gatos, Saratoga, Monte Sereno, and Campbell,

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Through the JPA structure, the County and City are able to share the benefits of critical infrastructure, share the liability for the closed Crescent City Landfill and enjoy the benefits of economy of scales on a number of levels, including: regulatory compliance; regional reporting; program development, implementation and coordination; and management of contracted service providers. The Authority, rather than the City and County each separately having responsibility for various required functions, is the most effective method to achieve these benefits. If the Authority were dissolved the City and County, as partners to the Authority, would have to solve a number of significant related issues, potentially at considerable staff time and cost. Those issues include, but are not necessarily limited to: the assumption of liability for the closed Crescent City Landfill; post-closure landfill financial assurance; repayment of the "I-Bank" loan; and ownership of the transfer station.

While we do not recommend eliminating the Authority we do recommend that it be restructured. That restructuring should pay particular attention to establishing clear objectives and priorities, streamlining and improving management and administrative functions and reducing management and administrative staffing levels, bringing them more in line with that required to effectively administer the responsibilities of the Authority. There are a number of options for restructuring the Authority that we believe offer reasonable alternatives to the current structure, which are discussed below. Which option is best depends, in large part, on the ultimate goals of the Authority Board and its member agencies (e.g., keeping public employees versus contracting out services etc.).

Option #1 Maintain Basic Structure / Reduce Management and Administration Staffing Levels

- Combine the Executive Director and Program Manager positions into a single new position (Solid Waste Manager).
- Combine the 2.5 full time equivalent administrative staff positions into a single new Management Analyst position staffed with a person with administrative, financial and accounting skills. Conduct a full review of all administrative and accounting systems and streamline those systems, as appropriate.
- Maintain current transfer station staffing levels, with scale house staff providing clerical support.

Option #2 Contract Executive Director Position

Same as Option #1, however the new Solid Waste Manager position would be a contract employee.

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Option #3 Contract Scale House Staffing to the Private Sector

Contract the operation of the transfer station scale houses to the private sector, provided this can be done effectively with a net economic benefit to the Authority. This option could be incorporated as a component of each of the above options.

Placing Authority Employees under the Control of the City and/or County

One option that we are not proposing is placing Authority staff under control of the County or City, or County and City jointly. Reference has been made to this option providing the opportunity for, among other things, increased accountability and supervision. While this may be true, the independence of the Authority could be compromised under such a structure. Perhaps more to the point, if there are concerns regarding the accountability and supervision of Authority staff that is the responsibility of, and should be addressed at the Authority Board level, and not "pushed off" to the City and/or County.

Question:

c. Would elimination of the JPA save the ratepayers money? If so, how? If not, why not?

Answer:

No, assuming the Authority is restructured and management and staffing levels are reduced to appropriate levels, eliminating the JPA would not result in a net savings to the ratepayers.

Analysis:

While eliminating the Authority would allow the portion of the transfer station tipping fee used fund the Authority to be deleted and lower the associated transfer station tip fee, the costs for Authority required services and functions would not be eliminated and would need to be assumed by the City and/or County and funded through other means (e.g., solid waste collection rates, general fund revenues). Additionally, the loss of economies of scale and the need for the City and County to duplicate certain Authority functions (e.g., AB939 annual reporting requirements, program and contract management), would likely result in a net cost increase for those functions. Furthermore, as discussed above, eliminating the Authority would potentially require considerable staff time and cost to address the associated issues. As such, not only would we not expect that eliminating the Authority would result in any significant net savings to the ratepayers, it is certainly conceivable that there could be some level of

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a net cost increase and/or reduction in the quality of the functions currently performed by the Authority.

Question:

- 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?

Answer:

There are limited options available to the City and County to continue to meet the separate regulatory obligations if the Authority were to be dissolved. The most efficient option would be for the City and the County to arrange to jointly handle those Authority obligations where that can be done effectively (e.g., jointly contracting for franchised collection services) and separately handle those obligations that cannot be jointly handled (e.g., CalRecycle Annual Reporting). Responsibilities for the transfer station and landfill regulatory requirements would rest with the entity that ultimately assumed responsibility for those facilities.

Alternatively, the City could contract annual reporting and other City requirements to the County, if the County were willing to assume those responsibilities. This could provide economies of scale, essentially placing all required responsibilities under the County, rather than the Authority.⁶ This structure for managing City and County obligations is more effectively achieved, however, by maintaining the Authority and effectively restructuring it.

Question:

- 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, and Airport Board]?

Answer:

Yes, although we suggest that there are more effective alternative structures for the Authority, which are discussed above.

Analysis:

This option is not necessarily significantly different from Option #1 above. Under that option we would recommend that certain functions that Authority staff currently performs, including landfill maintenance and monitoring activities, be contracted out (most

⁶ Alternatively the County could contract certain responsibilities to the City, the concept however is the same; having one entity responsible for the requirements of both entities.

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likely to the County). Option #1, however, provides for a full time Management Analyst position rather than part-time clerical staff. We believe that a full time Management Analyst position provides a more effective means for providing necessary administrative support to the recommended Solid Waste Manager position than part-time clerical staff.

Question:

- f. If so, what functions would have to be performed by City or County staff?

Answer:

If the Authority were structured in a manner similar to other Del Norte JPAs there would not necessarily be any functions that would have to be performed by City or County staff. Presumably contactors could be utilized at a sufficient level to meet all required regulatory and/or other requirements. Alternatively, it may be more cost effective for the City and/or County to assume certain responsibilities using existing staff, rather than contracting for those services through the Authority (e.g., landfill maintenance and monitoring, annual reporting, etc.). Any such issues would need to be evaluated on a case-by-case basis.

Question:

- 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 ratepayers?

Answer:

Such a configuration could meet the current operational, regulatory and policy and reporting requirements. However, it adds additional contract management responsibilities and provides less direct control. Whether or not that could be done at a savings to the ratepayers would depend on any number of factors, most notably the contracting cost. In any event, we would not expect that such a configuration would result in a significantly lower cost to the ratepayers, if any, for a similar level of operations and management oversight as compared to a restructured Authority.

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2 Staffing

Question:

- a. What mandatory solid waste management functions must be performed by the Authority considering current local, state and federal requirements?

Answer:

Appendix B provides a list of local, state and federal mandatory regulatory requirements that must be addressed by the Authority. Those requirements can generally be categorized as follows:

- CalRecycle AB 939/SB 1016⁷ – CalRecycle requires jurisdictions to maintain a fifty percent (50%) diversion level and to implement and manage diversion programs.
- CalRecycle Required Programs – CalRecycle requires jurisdictions to implement and manage a Household Hazardous Waste (HHW) program, Mandatory Commercial and Multi-Family Recycling, and Construction and Demolition Recycling.
- Transfer Station – the State requires ground water and storm water testing and reporting. In addition, the County requires the preparation and submittal of a hazardous waste business plan and to coordinate with the County Department of weights and measures to calibrate and certify the accuracy of the scales.
- Closed Landfill – The State requires a series of testing, monitoring, and reporting on a range of issue including; groundwater, storm water, and landfill gas. In addition, the Authority is required to maintain drainage and erosion control, slope stability, and site security.

Question:

- b. Does the Authority have the staff and expertise appropriate to complete these functions?

Answer:

Yes, Authority staff has appropriate experience and expertise to effectively handle the required solid waste management functions listed above.

⁷ The California Integrated Waste Management Act of 1989 (AB 939) and the new per capita disposal measurement system (SB 1016) requires jurisdiction to divert fifty percent of its solid waste being disposed in landfill.

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Question:

- c. Evaluation of staff workloads and duplication of tasks.
Please explain if duplication is necessary or unnecessary.

Answer:

There is no need for duplication of workloads among Authority staff. Our review found that management and administrative staffing levels are in excess of that required for the associated workloads. There appears to be significant manual data entry and manual ledger keeping, management staff performing duties that could likely be more cost effectively performed by County staff (e.g., landfill maintenance and monitoring), and staff performing tasks that may be more effectively performed by Hambro (e.g., stormwater monitoring) or Recology (public education and outreach).

Analysis:

Appendix C provides an accounting of the Executive Director and Project Manager job responsibilities (workloads) and the estimated associated time requirements that were provided to R3 as part of this engagement. Based on our review of that information, administrative staff job responsibilities and workloads, the Authority's defined "Purpose" and considering the current functions that the Authority must perform to maintain regulatory compliance, effectively manage its private sector contracts and scale house employees, and provide for effective general administration of the County's solid waste management system, we recommend the following with respect to the Authority's management and staffing levels:

- The positions of Executive Director and Program Manager should be combined into a single new position (Solid Waste Director) and recruited either from internal applicants or from outside the Authority. The responsibilities of that position should be focused on specific direction and priorities established by the Authority's Board (i.e., aligned with the short-, medium- and long-range goals of the Authority that we recommend be developed). County staff should assume certain tasks currently performed by the Program Manager, including landfill maintenance and monitoring activities. Other tasks that do not directly support regulatory requirements and established Authority priorities should be discontinued or assigned as discretionary tasks pending Board approval. Opportunities for transferring certain tasks currently assumed by Authority staff to Hambro and Recology should also be actively pursued, where that can be done cost effectively (e.g., public education and outreach, stormwater monitoring).

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- Combine the 2.5 full time equivalent administrative staff positions into a single new Management Analyst position staffed with a person with administrative, financial and accounting skills. This position should be recruited either from internal applicants or from outside the Authority.
- Current transfer station staffing levels should be maintained. However, there is the potential for those staff to perform certain clerical duties, which should be pursued.

3 Day-to-Day Operations

Question:

- a. Are regulatory requirements being met in a timely and comprehensive manner?

Answer:

Yes, regulatory requirements are being met in a timely and comprehensive manner.

Analysis:

As part of our review, R3 interviewed CalRecycle, Local Enforcement Authority (LEA), and North Coast Regional Water Quality Control Board (Water Board) staff that have Authority oversight responsibilities and requested their assessment of the Authority's regulatory compliance. All of the entities interviewed reported that the Authority was meeting all major regulatory compliance requirements and that when regulatory issues have been identified Authority staff have been responsive and have addressed any such issues in a timely manner.

R3 also reviewed LEA/CalRecycle inspection reports for the past five (5) years (2009-2013) for the Authority's facilities. That review found the following:

- Crescent City Landfill – In 2013, the LEA/CalRecycle noted six (6) areas of concern related to the monitoring network and drainage and erosion control. In 2009 the LEA noted 4 areas of concerns related to drainage and erosion control and leachate control.
- Del Norte Transfer Station – From 2009 to 2013, the LEA/CalRecycle found no violations or areas of concern.
- Gasquet Transfer Station – The LEA/CalRecycle reported two (2) areas of concern in November 2013 related to Litter Control and Vector, Bird, Animal Control. Other than that there were no violations or other areas of concern reported over the 5-year period.

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- Klamath Transfer Station - The LEA/CalRecycle reported one (1) area of concern for Load Checking in 2012 and two areas of concern for Litter Control in 2009. Other than that, there were no violations or other areas of concern reported over the 5-year period.

Copies of the summary findings of the LEA/CalRecycle facility inspection reports are provided in Appendix D.

Question:

- 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.

Answer:

No, according to the Program Manager, the management of the Authority's contracts was the duty of the Executive Director and staff acknowledged that that the Hambro and Recology contracts are not being administered as effectively as they should be since the Executive Director position has been vacant. With that said, R3's review did not identify any regulatory issues or major concerns or complaints regarding the level of service or performance of Hambro or Recology.

Analysis:

Regular and ongoing management of the Hambro and Recology contracts should be a priority of the Authority. It should not, however, require a significant amount of staff time, particularly if the contractors are effectively meeting their contractual obligations as they appear to be doing. To support efficient and effective monitoring of the Authority's contacts with Hambro and Recology R3 recommends the creation of a compliance checklist that includes all objective contractual requirements and due dates, as applicable, for each contract. Copies of these checklists should be made available to both Hambro and Recology and Authority staff should hold regularly scheduled meetings (e.g., monthly) with the contractors to review the status of all contractual requirements and other relevant contractual and solid waste management issues.

Question:

- c. Are there any suggestions for improvements at the Transfer Station?

Answer:

Our review did not identify any obvious areas of the Transfer Station operations requiring improvement. We do recommend,

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however that the Authority actively work with both Hambro and Recology to identify areas where the resources of both of those contractors can be used to the advantage of the Authority and its ratepayers.

Analysis:

Based R3's review, the Del Norte Transfer Station appears to be well run and well maintained by Hambro. This finding is supported by fact that there have been no violations or areas of concerns reported by the LEA or CalRecycle for that facility for the past five years, as noted above.

The Authority's management of its functions, including the Transfer Station and Recology's franchise agreement, appears to be focused on the short-term day-to-day operations. It is not clear that the Authority has a mechanism for looking toward the medium and longer-range planning horizon. Additionally, it does not appear that there has been any meaningful recent comprehensive strategic planning with the goal of identifying opportunities for system short, medium and long-range system improvements, including cost savings. Similarly, we are not aware of any meaningful discussions with Hambro (or Recology) to explore mutually beneficial enhancements to their operations to improve customer service, minimize rate increases and/or otherwise support the Authority's long-range goals and objectives.⁸

Both Hambro and Recology have valuable expertise that can be utilized by the Authority, including potentially taking on certain responsibilities that Authority staff currently handle more effectively and/or at lower cost (e.g., public education and outreach, stormwater monitoring). We recommend that the Board invite both contractors to present cost saving ideas to the Board with the goal of improving service, reducing costs, increasing revenue and creating a framework for a long term 5 to 10 year Strategic Plan. This proposed "partnership" is intended to support enhanced operations and provide the Board and staff an opportunity to gain a better understanding of available contractor resources and how those resources might best be used to the advantage of the Authority and its ratepayers.

⁸ While the Authority's Work Priorities Fiscal Year 2013-2014 makes reference to working with Hambro and Recology related to a number of issues, it is not clear that there has been any significant effort to date to attempt to maximize those contractual relationships to the benefit of the Authority and its ratepayers.

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Question:

- d. Is the Transfer Station Operations contract being managed in compliance with existing regulatory requirements? If not, explain.

Answer:

As noted in Questions 3b above, Authority staff acknowledged that the Hambro contract (and Recology contract) is not being managed/administered as effectively as it should be since the Executive Director position has been vacant. However, as noted in Questions 3a and 3c above, there have been no violations or areas of concerns reported by the LEA or CalRecycle for the Del Norte Transfer Station for the past five years (2009-2013), and our understanding is that there have been no other major regulatory issues related to that facility. As such, Hambro appears to be effectively managing its transfer station operations in compliance with existing regulatory requirements.

4 Director Position

Question:

- 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?

Answer:

As discussed above, we do not believe that separate full time Executive Director and Program Manager positions are necessary to effectively manage the Authority. We recommend that those two positions be combined into a single Solid Waste Manager position that would assume the current responsibilities of those two separate positions. The Solid Waste Manager position should be a full-time position. The responsibilities of that position should be specifically focused on the short-, medium- and long-range goals and objectives for the Authority that we recommend it established.

Question:

- b. Creation of a job description for the Director.

Answer:

Refer to Appendix E.

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Question:

- c. Recommendation of an appropriate salary range for the Director based on the revised description

Answer:

\$70,000 - \$80,000 starting salary depending on qualifications.

5 Potential Alternatives to JPA

Question:

- a. What would be the best alternative for service delivery and solid waste management?

Answer:

As discussed in Question 1d above, if the Authority were eliminated the best alternative for service delivery and solid waste management would be for the City and the County to jointly arrange for handling certain Authority obligations (e.g., jointly contracting for franchised collection services) and separately handle those functions that cannot be jointly handled (e.g., CalRecycle Annual Reporting). However, as discussed above we do not believe this is a preferable alternative to a restructured Authority and do not recommend it be pursued.

Question:

- 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.

Answer:

Under any alternative to the Authority, the City and County would be individually responsible for all mandated functions and would individually be responsible for assuring the mandated functions were effectively accomplished. This would require existing City and County staff to assume the previous responsibilities of the Authority, as applicable, or the hiring of additional qualified staff, if necessary.

Question:

- c. Who would be responsible for policy development, regulatory compliance and reporting, rate setting and enforcement?

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Answer:

Both the City and the County would have separate responsibilities for regulatory compliance, reporting, rate setting and enforcement as applicable, unless they agreed to jointly coordinate certain of those activities where feasible.

Question:

- d. Who would be responsible for the cash management and accounting requirements and procedures?

Answer:

The responsibilities for cash management and accounting requirements and procedures would rest with whichever entity assumed responsibility for the operation of the transfer stations, which we assume would be the County.

Question:

- e. Would the City and the County be responsible for separate rate-setting and enforcement?

Answer:

Yes, unless they agreed to jointly coordinate those requirements.

Question:

- f. If the Authority were to be dissolved, where should the Director's functions be carried out?

Answer:

The City and County would each need to assume the required tasks of the Authority and the Director's functions that would apply to their independent solid waste management systems.

Question:

- g. What would be the anticipated cost savings (if any) compared to the current JPA?

Answer:

As discussed in Question 1c above, assuming the Authority is restructured and management and staffing levels are brought in line with industry standards, eliminating the JPA would not result in a net savings to the ratepayers. If, however, no changes are made to the Authority's staffing levels we would expect that eliminating the Authority and having the City and County assume those responsibilities could result in an annual savings on the order of \$100,000 per year. This estimate assumes savings

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associated with the elimination of current excess management and administrative staff, which would be offset in part by the loss of certain economies of scale. This estimate does not account for any costs associated with those issues that would need to be addressed if the Authority were eliminated.

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Appendix A

CalRecycle Approved Regional Agency Members

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Regional Agency Members

Geographic Area Descriptions

REGIONAL AGENCY NAME	JURISDICTION NAME	YEAR JOINED	YEAR LEFT	
Amador County Integrated Solid Waste Management Agency (Active)	Amador City	1997	Present	
	Amador-Unincorporated	1997	Present	
	lone	1997	Present	
	Jackson	1997	Present	
	Plymouth	1997	Present	
Butte County Regional Waste Management Authority (Active)	Sutter Creek	1997	Present	
	Biggs	1997	Present	
	Butte-Unincorporated	1997	Present	
	Gridley	2002	Present	
	Paradise	1997	2007	
Calaveras County Regional Agency (Active)	Angels Camp	2005	Present	
	Calaveras-Unincorporated	2005	Present	
	Danville	2009	Present	
Central Contra Costa Solid Waste Authority (CCCSWA) (Active)	Lafayette	2009	Present	
	Moraga	2009	Present	
	Orinda	2009	Present	
	Walnut Creek	2009	Present	
	Colusa	1995	Present	
Colusa County Regional Agency (Active)	Colusa-Unincorporated	1995	Present	
	Williams	1995	Present	
	Dinuba	1997	Present	
Consolidated Waste Management Authority (Active)	Exeter	2002	Present	
	Farmersville	2002	Present	
	Lindsay	1997	Present	
	Porterville	1997	Present	
	Tulare	1997	Present	
	Tulare-Unincorporated	2006	Present	
	Visalia	1997	Present	
	Woodlake	2002	2005	
	Contra Costa-Ironhouse/Oakley Regional Agency (Disbanded)	Contra Costa-Unincorporated	2001	2009
	Oakley	2001	2009	
Del Norte Solid Waste Management Authority (Active)	Crescent City	1995	Present	
	Del Norte-Unincorporated	1995	Present	
Glenn County Waste Management Regional Agency (Active)	Glenn-Unincorporated	1995	Present	

	Orland	1995	Present
	Willows	1995	Present
Imperial Valley Resource Management Agency (Active)	Brawley	2006	Present
	Calxico	2006	Present
	Calipatria	2006	Present
	El Centro	2006	Present
	Holtville	2006	Present
	Imperial	2006	Present
	Imperial-Unincorporated	2006	Present
	Westmorland	2006	Present
Inyo Regional Waste Management Agency (Active)	Bishop	1995	Present
	Inyo-Unincorporated	1995	Present
Kings Waste and Recycling Authority (Active)	Corcoran	1995	Present
	Hanford	1995	Present
	Kings-Unincorporated	1995	Present
	Lemoore	1995	Present
Lassen Regional Solid Waste Management Authority (Active)	Lassen-Unincorporated	1995	Present
	Susanville	1995	Present
Los Angeles Area Integrated Waste Management Authority (Active)	Artesia	2003	Present
	Beverly Hills	2003	Present
	Bradbury	2011	Present
	Duarte	2003	Present
	Hermosa Beach	2005	Present
	Hidden Hills	2003	Present
	Los Angeles	2003	Present
	Lynwood	2003	Present
	Manhattan Beach	2003	Present
	Palos Verdes Estates	2005	Present
	Pomona	2003	Present
	Rancho Palos Verdes	2003	Present
	Redondo Beach	2003	Present
	Rosemead	2003	Present
	Sierra Madre	2003	Present
	South Gate	2003	Present
	Torrance	2003	Present
Marin County Hazardous and Solid Waste Management Authority (Active)	Belvedere	1995	Present
	Corte Madera	1995	Present
	Fairfax	1995	Present
	Larkspur	1995	Present
	Marin-Unincorporated	1995	Present
	Mill Valley	1995	Present
	Novato	1995	Present
	Ross	1995	Present
	San Anselmo	1995	Present

	San Rafael	1995	Present
	Sausalito	1995	Present
	Tiburon	1995	Present
Merced County Solid Waste Regional Agency (Active)	Atwater	1995	Present
	Dos Palos	1995	Present
	Gustine	1995	Present
	Livingston	1995	Present
	Los Banos	1995	Present
	Merced	1995	Present
	Merced-Unincorporated	1995	Present
Sacramento County/City of Citrus Heights Regional Agency (Disbanded)	Citrus Heights	1997	2006
	Sacramento-Unincorporated	1997	2006
Salinas Valley Solid Waste Authority (Active)	Gonzales	2013	Present
	Greenfield	2013	Present
	King City	2013	Present
	Salinas	2013	Present
	Soledad	2013	Present
San Benito County Integrated Waste Management Regional Agency (Active)	Hollister	1995	Present
	San Benito-Unincorporated	1995	Present
	San Juan Bautista	1995	Present
San Luis Obispo County Integrated Waste Management Authority (Active)	Arroyo Grande	1997	Present
	Atascadero	1997	Present
	El Paso De Robles	2003	Present
	Grover Beach	1997	Present
	Morro Bay	1997	Present
	Pismo Beach	1997	Present
	San Luis Obispo	1997	Present
	San Luis Obispo-Unincorporated	1997	Present
Santa Barbara Regional Integrated Waste Mgmt. Reporting Authority (Active)	Goleta	2003	Present
	Santa Barbara-Unincorporated	2003	Present
Shasta County Waste Management Agency (Active)	Anderson	1999	Present
	Shasta Lake	1999	Present
	Shasta-Unincorporated	1999	Present
Sierra County Regional Agency (Active)	Loyalton	1995	Present
	Sierra-Unincorporated	1995	Present
Siskiyou County Integrated Solid Waste Management Regional Agency (Active)	Dorris	1995	Present
	Dunsmuir	1995	Present
	Etna	1995	Present
	Fort Jones	1995	Present
	Montague	1995	Present
	Mount Shasta	1995	Present

	Siskiyou-Unincorporated	1995	Present
	Tulelake	1995	Present
	Weed	1995	Present
	Yreka	1995	Present
Sonoma County Waste Management Agency (Active)	Cloverdale	1995	Present
	Cotati	1995	Present
	Healdsburg	1995	Present
	Petaluma	1995	Present
	Rohnert Park	1995	Present
	Santa Rosa	1995	Present
	Sebastopol	1995	Present
	Sonoma	1995	Present
	Sonoma-Unincorporated	1995	Present
	Windsor	1995	Present
Stanislaus County Regional Solid Waste Planning Agency (Active)	Ceres	2001	Present
	Hughson	2001	Present
	Newman	2001	Present
	Oakdale	2001	Present
	Patterson	2001	Present
	Riverbank	2001	Present
	Stanislaus-Unincorporated	2001	Present
	Turlock	2001	Present
	Waterford	2001	Present
Tehama County Sanitary Landfill Regional Agency (Active)	Corning	1995	Present
	Red Bluff	1995	Present
	Tehama	1995	Present
	Tehama-Unincorporated	1995	Present
Upper Valley Waste Management Agency (Active)	Calistoga	1995	Present
	St Helena	1995	Present
	Yountville	1995	Present
West Contra Costa Integrated Waste Management Authority (Active)	El Cerrito	1995	Present
	Hercules	1995	Present
	Pinole	1995	Present
	Richmond	1995	Present
	San Pablo	1995	Present
Yuba/Sutter Regional Waste Management Authority (Active)	Gridley	1995	2000
	Live Oak	1995	Present
	Marysville	1995	Present
	Sutter-Unincorporated	1995	Present
	Wheatland	1995	Present
	Yuba City	1995	Present
	Yuba-Unincorporated	1995	Present
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Appendix B

Regulatory Requirements Overview

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APPENDIX B REGULATORY REQUIREMENTS AND PROGRAMS

CALRECYCLE OVERVIEW (AB 939/SB 1016)

- Annual Report – The annual report describes the progress the Authority has made in achieving the requirements of the Integrated Waste Management Act (AB 939) and the Per Capita Disposal Measurement Act of 2008 (SB 1016). The annual report includes the numbers used to calculate a per capita disposal rate plus all required supporting documentation and attachment of any required documentation to support changes to those numbers. It also includes a status report on planned and implemented solid waste diversion programs and facilities, as well as planned or implemented revisions to approved solid waste planning documents.
- Diversion Programs – DNSWMA is responsible for the implementation and management of the diversion programs outlined in CalRecycle-approved planning documents (such as the Source Reduction and Recycling Element or an Integrated Waste Management Plan).
- Jurisdiction Review – Every two or four years (depending on compliance status), CalRecycle reviews the progress of each jurisdiction towards the goals of the AB 939 and SB 1016.
- Five-Year Regional Agency Integrated Waste Management Plan Review – Regional Agencies are required to prepare and submit to CalRecycle a Regional Agency Integrated Waste Management Plan (RAIWMP) that includes the Source Reduction and Recycling Element, Household Hazardous Waste Element, and Non-disposal Facility Element.
- Household Hazardous Waste Collection Information – California regulations mandate that each public agency responsible for household hazardous waste (HHW) management shall ensure the amount of material collected through their program during the preceding reporting period is reported to CalRecycle each year.

CALRECYCLE REQUIRED PROGRAMS

- Mandatory Commercial and Multi-Family Recycling (AB 341) – Requires jurisdictions to implement a commercial solid waste recycling program that consists of education, outreach and monitoring of businesses, that is appropriate for each given jurisdiction and is designed to divert commercial solid waste from businesses, whether or not the jurisdiction has met the AB 939 diversion requirement.
- Construction and Demolition Annual Reporting Requirement (PRC Section 41821) – Requires jurisdictions to include in the annual report a summary of progress made in diversion of construction and demolition of waste material, including information on programs and ordinances implemented by the local government, and quantitative data, where available.
- House Hold Hazardous Waste Program – As part of the Annual Report, each jurisdiction shall summarize the progress toward reducing or eliminating household hazardous waste (HHW). The report shall address, but not is not necessarily limited to, implementation status of selected programs, efforts made to inform the public of HHW collections events or facilities, and any barriers that may prevent the reduction or elimination of HHW disposal.

APPENDIX B REGULATORY REQUIREMENTS AND PROGRAMS

CALRECYCLE PAYMENT PROGRAMS

- City/County Payment Program – Pursuant to the California Beverage Container Recycling and Litter Reduction Act, CalRecycle distributes \$10,500,000 to eligible cities and counties specifically for beverage container recycling and litter cleanup activities.
- Used Oil Payment Program – Provides funding assistance to local governments in developing and maintaining an on-going used oil and used oil filter collection/recycling program for their communities.

TRANSFER STATION

- Prepare and submit hazardous waste business plan to the County.
- Coordinate with the County Department of weights and measures to calibrate and certify the accuracy of the scales used at the Del Norte County Transfer Station.
- Prepare and submit the PCI compliance report to assure that measures are in place to protect customer credit and debit card information.

LANDFILL CLOSURE (CALRECYCLE/NORTH COAST REGIONAL WATER QUALITY CONTROL BOARD/EPA)

CalRecycle/LEA/RWQCB (PRC 43500 - 43510) – Requires financial assurance of the closure and post-closure maintenance of solid waste landfills. In addition, all operators of Class II and Class III municipal solid waste landfill facilities are required to prepare and file a preliminary closure plan, a post-closure maintenance plan, and a partial final or a final closure plan and post-closure maintenance plan at time of filing for a permit or revisions of project or permit review or renewal.

Regional Water Quality Control Board (RWQCB) and CalRecycle/LEA share responsibility in ensuring long term protection of air, water, and land from pollution due to the disposal of solid waste.

RWQCB

- Water Quality
- Ground and Surface Water Monitoring

CalRecycle/LEA

- Cover Design
- Drainage and Erosion Control
- Gas Monitoring and Control
- Post-closure Land Use
- Slope Stability
- Construction Quality Assurance
- Site Security
- Structure Removal
- Gas Monitoring in Structures

North Coast Air Quality Management District

- Prepare and submit landfill gas heat capacity report and other documentation required.

Appendix C

Executive Director Activities
Program Manager Activities

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Staff Report

Date: 21 January 2014
 To: Colin Wallace, William Schoen & Sam Chandler of R3 Consultants
 From: Tedd Ward, M.S. – Acting Director / Program Manager
 Del Norte Solid Waste Management Authority

Having sampled the former Director's Work Activities in a separate report, the following table indicates my best estimate of the approximate proportion of time he spent annually on the categories of activities I outlined in that prior report. Considering that there was little time for transition or training, I believe that it is likely that I have missed some activities of this position, as I continue to discover issues that the former Director formerly handled.

Work Focus Areas	Approx. % of Time	Activities	Comments
Budget Planning, Administration & Audits	22 %	<p>Projecting budget changes for next fiscal year, draft budget for Authority review. Presenting budget for comment by City Council and DNC Supervisors, return to Authority for adoption. Projecting and monitoring expenditures by budget line. Setting and monitoring fiscal policies and controls as needed. Justifying fees, rates, and charges. Preparing budget transfers and modifications as needed. Seeking Board approval for claims over \$5K. Reviewing and signing claims and supporting documentation within budget and approval limits. Preparing and submitting accounts receivable and other forms for DNC Auditor's office. Reviewing unpaid balances, projecting anticipated revenues. Monthly reporting on revenues, comparing to projections. Preparing and submitting information associated with annual reconciliation of Authority's accounts with County Auditor and external auditor's requests and requirements. Directing staff procuring supplies and equipment so as to stay within budget limits. Preparing California Annual Compensation report. Funding and reporting as needed regarding Other Post Employment Benefits (OPEB). Contracting and preparing reports for annual external audits, and responding to any issues identified therein.</p>	<p>I have been working closely with the Authority Treasurer / Controller on budget and finance issues, but I am still learning. As the Authority records are on an accrual basis, and the County is on a modified cash basis, Commissioners have expressed frustration about the lack of timely fiscal information from the County regarding Authority revenues and expenditures. I am concerned that though I have much to learn on these issues, I have had little time to track income and expenses, and have not been able to project future expenses and income at all. I am concerned that budget tracking is not getting enough attention at this time. While the Authority Treasurer wants to help, budget management really must be done by one who understands the Authority's program needs. I have been working with Isabel and the Treasurer to establish and monitor additional cash control procedures and to move towards parallel accrual and cash accounting using Quickbooks, which I hope will enhance our fiscal management.</p>

Work Focus Areas	Approx. % of Time	Activities	Comments
<p>Representing Authority in Interactions with other Agencies and Organizations</p>	<p>14%</p>	<p>Ensuring Authority compliance with laws, regulations, and satisfying (and/or negotiating with) regulatory agencies. Discussing alternative approaches toward compliance with oversight agencies (RWQCB, CalRecycle, AQMD, LEA, etc.), such as the current investigations to potentially reduce the WDR Fees imposed by the RWQCB. Communicating and meeting with member and advisory groups such as the Del Norte Solid Waste Task Force, ESJPA, CPSC, CAW, CRRA, SWANA, etc. to remain informed regarding best available compliance practices and upcoming changes in law and regulation. Promoting Authority-supported policies like extended producer responsibility to reduce program costs and/or expand recovery services. Communicating Authority policies and actions, as well as City, County and tribal boards and departments.</p>	<p>These tasks have shifted completely to my responsibility, but I have little time available to communicate with out-of-County groups. Continuing affiliation with colleagues through ESJPA, CPSC, CRRA, and SWANA improves staff training and awareness of policy and program alternatives, new regulatory requirements. Reduced interaction with these groups diminishes the capacity to address and comment on new recovery systems such as those administered by CARE or PaintCare. The Authority's active participation with CPSC has helped establish these programs and helped make them more practical for rural communities like Del Norte's.</p>
<p>Public and Press Relations & Advertising</p>	<p>7%</p>	<p>Managing all advertising accounts (mostly DOC or oil grant funded) to promote Authority programs and activities, matching contracts with budgets, drafting outreach themes, messages, and media or venues. Producing public service announcements, ad copy, press releases, and guest editorials as needed. Acting as press officer for the agency, communicating with reporters on Authority-related issues and articles.</p>	<p>These tasks have shifted to my responsibility, but I have almost no time to conduct or manage the efficiency or effectiveness of our media outreach, which is primarily funded under DOC and OPP grants.</p>

Work Focus Areas	Approx. % of Time	Activities	Comments
Ordinances, Code Enforcement, Community Cleanup and Blight Abatement	<p style="text-align: center;">2 %</p>	<p>Referring or responding to complaints regarding solid waste-related blight and illegal dumping. Coordinating cleanup efforts with Code Enforcement Officer, emphasizing compliance rather than penalties. Coordinating with volunteers and community groups for targeted and/or annual cleanups. Coordinating allocation of Authority-directed bin pulls for community cleanups. Facilitating community discussions regarding adopting or revising Authority Ordinances as needed.</p>	<p>DNSWMA has made few referrals to the Code Enforcement Officer in the past six months. Most recent activity on this issue has been driven by the Solid Waste Task Force, which appears very interested in repealing one or more of these Ordinances. Ordinances are also required for all new rates, such as those for certified weights should the Authority Board direct staff to provide public scale services.</p>

The comments in the table above indicate in part how current staff have adapted since the retirement of the former Director, but I do not wish to imply that current staffing is adequate or sustainable. I intend to provide separate comments regarding appropriate staff responsibilities and cross-training, and current and potential alternative organizational structures.

Staff Report

Date: 15 January 2014
To: William Schoen, Sam Chandler & Colin Wallace
R3 Consulting Group
From: Tedd Ward, M.S. – Acting Director / Program Manager
Subject: Director Activities during three sample weeks

You asked that I prepare a summary of my perception of the regular activities of the Director prior to his retirement, with approximate percentages of time devoted to each category of tasks over the course of a year. The mix of activities has varied week to week, seasonally, and year-to-year, and is subject to change based on the direction and priorities set by the Authority Board.

Though we had worked together for nearly 20 years, the former Director managed our work activities so neither Isabel nor I had overlap or cross-training on many of the former Director's activities. For a couple of examples, Mr. Hendrick managed all of our media accounts, and he would usually draft and record all radio ads, as well as providing interviews for reporters. Similarly, I have had virtually no dealings with any insurance company, and so I am unfamiliar with our levels of coverage, potential providers, or any comparisons that may have been made prior to contracting with our current insurers. Though these responsibilities have shifted to me, I lack the capacity with the Authority's current staffing to devote the same level of effort to these tasks. As there were less than 48 hours between the time I was informed of the former Director's immediate retirement and his departure, there was almost no time for training or preparation for this transition.

In an attempt to provide R3 with thorough information based on our records, I have been reviewing electronic files and e-mails from the former Director's computer during three sample weeks in the four months prior to the former Director's retirement. As Authority staff activities follow a monthly cycle related to our monthly Authority meetings, I selected three weeks that fall in the beginning, middle, and end of those months. Though I have also included an overview of the activities of the Director that would not necessarily result in a paper or electronic record, it is worth noting that not all

- Research and tracking of revenues and expenditures from Authority budget lines on the County intra net, and reconciling Authority and County records, and investigating discrepancies as appropriate
- Investigations related to Authority revenues, franchise fees, customer accounts, and collections to assure that Authority revenues from Recology Del Norte are appropriate and justified
- Making all necessary presentations to the City of Crescent City and the County of Del Norte regarding the annual budget, Authority Ordinances, or topics of overlapping concern or jurisdiction
- **Personnel Management, Direction, Negotiation & Reporting**
 - Conversations with Authority employees, agency representatives, and contractors about hours, scheduling, medical or personal issues, and personnel procedures
 - Managing staff tasks, priorities and workloads, directing use of additional contractors when needed such as for some computer support, recording secretary services, or forensic auditing
- **Public and Press Relations and Advertising**
 - Responding to customer questions or easily remedied complaints
- **Representing Authority interests to other Agencies and Organizations**
 - Non-conference call phone communications
 - Face to face meetings with Board members, City or County employees, agency representatives, contractors, or community groups like Rotary as needed or requested
- **Contract Administration and Negotiation - Insurance and Bonds**
 - Assuring that contract provisions regarding bonds, insurance, etc. continue to be met
- **Facility & Equipment Management - Financing, Maintenance & Insurance**
 - Responding to solicitations from suppliers or vendors, or comparison shopping for equipment or supplies
 - Assessing and balancing needs for maintenance at Gasquet and Klamath transfer station with budget constraints
 - Periodic inspections of all facilities
 - Assessing and balancing security and alarm needs at the Del Norte County Transfer Station with budget constraints
 - During periods when vacations or medical issues diminished staff availability, the former Director did on rare occasions serve as gate attendant at Gasquet or Klamath

- Coordinated art and T-shirt printing for Earth Arts Fair
- **Representing Authority interests to other Agencies and Organizations**
 - Communications regarding possible dates for Solid Waste Task Force meetings
 - Attended 3/21/13 meeting in Sacramento of the Environmental Services JPA of the Regional Council for Rural Counties
 - Participated in conference call for California Product Stewardship Council, for which Director Hendrick served as President
- **Contract Administration and Negotiation - Insurance and Bonds**
 - Reviewed Abandoned Vehicle Abatement Agreement (DNSWMA Board also serves as AVA Board)
 - Added Keith Estes to Authority's automotive insurance policy
- **Facility & Equipment Management - Financing, Insurance, and Maintenance**
 - Reviewed insurance coverage and cost estimates for wall repair after break-in at DNC Transfer station on 10 March 2013
 - Made second request for CARE collection of full carpet trailer

Director Kevin Hendrick's work activities for 06-10 May 2013:

- **Authority Board Communications and Meetings**
 - Communications related to items on May DNSWMA agenda
- **Budget Planning, Administration & Audits**
 - Submitted proposed Authority Budget to DNC Auditor
 - Updated report on Authority Revenue
 - Responded to notice that budget line 20237 was overdrawn
 - Submitted proposed FY 13/14 DNSWMA Budget
- **Personnel Management, Direction, Negotiation & Reporting**
 - Reviewed MOU from SEIU to cover Mid-Management Employees
- **Public and Press Relations and Advertising**
- **Representing Authority interests to other Agencies and Organizations**
 - Conferred with Program Manager regarding approach to responding to concerns expressed by Gino Yekta of CalRecycle re. erosion issues at Crescent City Landfill
 - Reviewed Pledge of Revenue Agreement for CalRecycle
 - Directed Program Manager to prepare a letter to CalRecycle requesting a reduction in the multiplier used to calculate post-closure liability for the Crescent City Landfill
 - Participated with California Product Stewardship Council conference call as President
 - Attended Solid Waste Task Force meeting of 09 May 2013
 - Participated in conference call regarding PaintCare contract negotiations and services with other members of the Environmental Services Joint Powers Authority of the Regional Council of Rural Counties

13 January 2014

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- **Facility & Equipment Management - Financing, Insurance, and Maintenance**
- **Ordinances, Code Enforcement, Community Cleanup and Blight Abatement**
 - Conferred with DNC Code Enforcement Officer Dave Mason regarding the closing of an account associated with a grant-funded project
- **Grants - DOC, OPP, HHW, Reuse, etc.**

13 January 2014

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Staff Report

Date: 27 April 2012
To: Kevin Hendrick, Director
Del Norte Solid Waste Management Authority
From: Tedd Ward, Program Manager
Subject: Program Manager Activities

You asked that I prepare a summary of my regular activities as Program Manager for the Authority, with approximate percentages of time devoted to each category of tasks over the course of a year. The mix of activities can and does vary week to week, seasonally, and year-to-year, and is subject to your direction. As a reference, I have also attached the job description describing the duties of this position.

Work Focus Areas	Approximate % of Time	Activities
Transfer Station Operations, Computer & software maintenance, Safety, Permitting, Monitoring and Reporting, Stand-by and staffing	40 %	Assessment and troubleshooting of all computer, scale, internet, security and surveillance systems, credit card or software issues. Permit compliance and reporting to CalRecycle, DTSC, and the North Coast RWQCB. Stormwater monitoring. Staff safety procedures, training and monitoring. Operations contract oversight, negotiations, and change orders. Implementation of new or modified programs and procedures. Permit compliance and facility maintenance for Gasquet and Klamath Transfer Stations. Tonnage, rate, and customer analysis as required. Regular weekend stand-by duties and gate staffing as needed. Response to customer inquiries and complaints.
Landfill Maintenance, Repairs, Water sampling, Monitoring, Reporting, & Analysis	20 %	Sampling, analysis, and reporting of surface, storm, and ground water monitoring. Coordination with County staff assisting with collection of water samples. Landfill gas monitoring. Permit compliance and reporting to the NCRWQCB and CalRecycle. Maintenance troubleshooting, grading, and repairs as needed. Ordering supplies and coordinating annual vegetative maintenance. Annual liability assessments according to State formulas as part of annual Authority audit.

Work Focus Areas	Approximate % of Time	Activities
Integrated Waste Management Act Program development, Monitoring, Reporting and Compliance, Website maintenance, Outreach. Coordination and staffing of Annual HHW Event	9 %	Development of new programs as needed. Preparation and distribution of outreach materials (booklets, flyers and posters) and website updating. Support to Del Norte Solid Waste Task Force meetings and activities. Monitoring, analysis and annual reporting to CalRecycle. Coordination with and reporting to Local Enforcement Agent. Outreach activities at fairs, in classrooms, and at compost workshops. Contract management, coordination, staffing, and signing of manifests for Annual HHW Event. Monitoring and reporting to DTSC regarding hazardous waste management. Coordination with partners in North Coast Recycling Market Development Zone as needed.
Grants Applications, Activities and Reporting	19% *	Identification of grant opportunities supporting Authority programs or needs. Preparation of discretionary grant applications and resolutions, under Authority direction. Grant execution, and administration. Tracking expenditures, monitoring and reporting for used oil and container recycling programs, and other active discretionary grants.
Authority-related Meetings, Analysis, Reports, and related activities	10 %	Analysis and preparation of reports for Authority meetings. Research, explanation, analysis and strategies and for compliance with new requirements. Assist with preparation of minutes. Posting of agendas and minutes to website. Contract management and drafting of change orders, coordinated with legal counsel as needed. Legislative monitoring. Assist with drafting of annual work plan summarizing legislative requirements and standing Authority direction to staff. Drafting formal correspondence with oversight agencies as needed. Coordination with Code Enforcement Officer on enforcement actions related to Authority Ordinances.
Collections Planning, Coordination, Monitoring, Analysis, Change Orders	2 %	Administration of collections franchise including coordination with Authority direction and activities, negotiations, drafting of change orders, review of regular Franchise reports. Responding to customer inquiries and complaints.

* This proportion of time is based on the analysis presented at the April 2012 Authority meeting. With the ending of the HD18-09-06 grant program, this proportion of time can be expected to be reduced in the coming year. As grant-related activities generally support compliance with the Integrated Waste Management Act, the proportion of time under that work focus area can also be expected to increase in the coming year.

Staff Report

Date: 29 October 2009
To: Kevin Hendrick, Director
From: Tedd Ward, Program Manager

Subject: Work activities for the week of 24 October 2009 -01 November 2009

In response to your request for me to provide a list of activities of a 'typical work week,' the following is a list of my activities since 24 October 2009:

Saturday, 24 October 2009:

Published in the Daily Triplicate, in their 'It's a Green Day' supplement, the following items I produced:

- Full page color ad, 'Signs of the Times'
- Guest Article: 'Stemming the Plastic Tide'
- Guest Article: 'Stuck with Sharps, Charged by Batteries'

- During 'It's a Green Day' DNSWMA booth administers surveys I produced, distributing sharps containers obtained through a grant I manage with the California Integrated Waste Management Board, distribute a variety of informational brochures and materials, most of which I produced.

- Set up slide show, equipment, etc.
- Presented slide show, talk, and demonstration of Backyard Composting
- Helped clean up DNSWMA booth and pack materials into boxes

Monday, 26 October 2009:

29 October 2009

1 of 5

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- Finalized and sent via FTP site PowerPoint presentation on 'Transitional EPR Programs' to Sac State event coordinator for Used Oil /HHW Conference in Sacramento Nov 2-4
- Worked on text of presentation listed above
- Sent announcement that next Solid Waste Task Force meeting would likely be during the week of Nov 16-20 due to limited availability of some members and Veteran's Day
- Sent e-mail to California Product Stewardship Council that we received the Notice to Proceed on the \$400,000 HD18F grant from the California Integrated Waste Management Board (CIWMB)
- Reviewed minor revisions to \$360,000 contract with CPSC for administration of HD18F grant with CIWMB suggested by CPSC legal counsel.
- Spoke with customer regarding concern about interaction with gate attendant the previous Saturday.
- Met with Clean Harbors collection vehicle and driver, discussed collection of rancid container of teat relief and two buckets of grease collected during the prior HHW collection event. Signed chain of custody. Coodinated the entering of Clean Harbors customer data into gatehouse computer.
- Spoke with customer who visited our Green Day booth and wanted mail-back sharps snipper as a sharps container. I provided container (purchased under grant), and had customer complete survey.
- Spoke with customer who inquired about bulky item prices. They were DND residential customers, so I told them they could get those collected for no charge by calling DND and arranging for pick-up. Happy customer.

Tuesday, 27 October 2009:

- Observed that truck tires and wheels had been stolen from inoperative Authority truck parked at landfill.
- Worked with Shawn Slater to configure new computer to be used at gatehouse for wireless internet access.
- Drafted 'front end' of Request for Proposals package for Collections Franchise
- Revised Collections Service Standards based on meeting with Ad Hoc Franchise Committee

- Received phone call complaint of blight property on Childs. Completed complaint form and e-mailed to Code Enforcement Officer
- Sent e-mail to Creative Information Systems software company to schedule remote installation of Scale Management System software on new gatehouse computer, and to configure a credit/debit card system for use at gatehouse.
- Received and began review of information comparing Payware to PC Charge, two software modules for communicating between the credit/debit machine and the SMS scale software.
- Spoke with customer who claimed to have been given a cardboard box from the Safeway pharmacy as a sharps container. I provided customer with a sharps container, administered sharps survey.
- Reviewed invoices from Clean Harbors with Administrative Assistant
- I called Safeway, spoke with pharmacist and Faxed sharps letter for retailers. Safeway pharmacy faxed retailer survey in response, and assured me they were aware of the need to use FDA-approved sharps containers.
- Talked with another customer with a spouse with diabetes. Administered survey, provided sharps snipper, explained its use.

Wednesday, 28 October 2009:

- Discussed lobbying efforts with Director on product stewardship legislation. Informed Director about missing truck tires.
- Discussed conversation with customer on Monday with Director and Administrative Assistant
- Sent e-mail to legal counsel re. Proposal bonds as they might be used within the Franchise Collections RFP process.
- Set up spreadsheet for Justin to enter information from sharps surveys.
- Continued to draft 'front end' of Request for Proposals package for Collections Franchise, including spreadsheets to be used to numerically compare the value of different proposals
- Prepared Budget Revision 1 for HD18F based on changes to CPSC sub-contractors. Discussed budget this revision proposal with CPSC and CIWMB staff.
- Spoke with the California Highway Patrol about the potential for them to get paid for their used oil.

Thursday, 29 October 2009:

- Reviewed text from CPSC on budget revision 1 for HD18F
- On grant HD18F, sent budget revision request 1 to Elaine Novak of the CIWMB
- Began detailed log of daily activities per Director's request.
- Delivered two recycling containers to City Hall, collected the container they had been using from them
- Returned borrowed wheel barrow and compost bin to Crescent Elk Community garden.
- Spoke with Fair Director Hatfield and Janet Nelson regarding potential grant funding for supplies, equipment, and containers which might be useful to the Fairgrounds. Informed them re. Bottles and cans grants available through the Department of Conservation, Division of Recycling as well as tire grants and oil grants funded by the CIWMB, and the raiding of these grant funds by the State during the last fiscal year. Also informed them of the elimination of the CIWMB and the movement of their functions to the Department of Resources.
- Received approval for budget revision 1 for HD18F grant from Elaine Novak of CIWMB. Forwarded related information to and from sub-contractors via e-mail.
- Spoke with Becky of WalMart. She asked if the DNCTS accepted household sharps in larger (1 gallon) containers. I said yes, and suggested that they offer pre-paid mail-back sharps snippers for their diabetic customers from www.homesharpsdisposal.com, as our customers were saying they really liked those units.
- Received report that our phone message machine was not giving customers an opportunity to leave a message, and some of those customers were calling Del Norte Disposal.
- Prepared bottles and equipment for surface water sampling at landfill
- Observed damage to fence around landfill mound near former gatehouse. Gatehouse severely vandalized.
- Collected surface water samples at locations S-1, S-2B, and S-3 from Crescent City Landfill, and made arrangements for Josey's to deliver samples to Northcoast labs in Arcata.

Friday, 30 October 2009:

- Completed chain of custody for landfill surface water samples.
- Entered surface water sampling data in appropriate spreadsheet for future reports to Regional Water Quality Control Board.
- Returned call from Melissa McDowell (464-3675), a three-year resident who suggests that we have yard debris collection in new collections franchise. She also made a general complaint about landscapers who dump yard debris. I told her she could file a complaint if she wanted to. She also praised the layout and operation of the Transfer Station.
- Returned call from Beverly Craft (541-247-6121) and Delbert who had a couple boats and trailers to dispose. I explained that those were charged as mobile homes, need to be drained of fluids, with extra charges for appliances, tires, and bulky items. Spoke with Dave Mason, Code Enforcement Officer about the process to process licensed trailers. Consulted. www.dmv.ca.gov about same process. Net result is that the owner remains responsible for sending paperwork to DMV, as they are the ones who get license renewal notices.
- Wrote memo to gate staff to have gate attendants confirm that the owner has pink slip before accepting a licensed vehicle for processing. Revised memo after Director's review.
- Discussed Director's meeting with County Counsel and County Ad Hoc Committee.
- Preparation of documents requested in relation to County Ad Hoc Committee examining justification for continuation of Del Norte Solid Waste Management Authority.
- Returned call from Ambrose McCready of SCS Engineers re. new Federal EPA rule on monitoring and reporting greenhouse gases like methane from landfills. Requested e-mail of technical memo SCS Engineers has produced.
- Prepared materials and computer for Used Oil /HHW Conference and presentation in Sacramento Nov 2-4, 2009.

Sunday 01 November 2009:

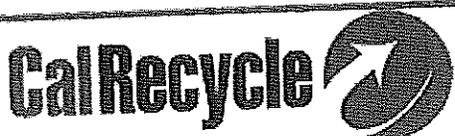
- Drove rental car to Sacramento. Stayed at parent's house to save on hotel expenses.

Appendix D

Facility/Site Inspection Listings

- ✓ Crescent City Landfill
- ✓ Del Norte Transfer Station
- ✓ Gasquet Transfer Station
- ✓ Klamath Transfer Station

R3



Facility/Site Inspection Listings: Crescent City Landfill (08-AA-0006)

For this facility, please contact Local Enforcement Agency (LEA) below

CalRecycle Contact: Beatrice Poroli

[Search New Facility](#)

Phone Number: (916) 341-6411

[Detail](#) [Inspection](#) [Enforcement](#) [Maps](#) [Documents](#)

County: Del Norte
 Enforcement Agent: County of Del Norte
 Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.
 Land Owner: Del Norte County

2013

01 Solid Waste Landfill

Regulatory Status: Permitted Operational Status: Closed Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>08/27/2013</u>	09/23/2013	LEA Periodic	20925-Perimeter Monitoring Network	Areas of Concern
<u>06/24/2013</u>	07/02/2013	LEA Periodic	No Violations or Areas of Concern reported	
<u>06/24/2013</u>	07/08/2013	CalRecycle Closed Sites	21180-Postclosure Maintenance 20925-Perimeter Monitoring Network	Areas of Concern Areas of Concern
<u>05/01/2013</u>	05/28/2013	CalRecycle Focused	21150-Drainage and Erosion Control	Areas of Concern
<u>03/28/2013</u>	04/19/2013	LEA Periodic	20820-Drainage and Erosion Control 21145-Slope Stability	Areas of Concern Areas of Concern

[Inspections Data Dictionary](#)

Last updated: Data updated continuously.



Facility/Site Inspection Listings: Crescent City Landfill (08-AA-0006)

For this facility, please contact Local Enforcement Agency (LEA) below

CalRecycle Contact: [Beatrice Poroli](#)

Phone Number: (916) 341-6411

[Search New Facility](#)

[Detail](#) [Inspection](#) [Enforcement](#) [Maps](#) [Documents](#)

County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: Del Norte County

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01 Solid Waste Landfill

Regulatory Status: Permitted Operational Status: Closed Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
10/25/2012	03/26/2013	LEA Periodic		No Violations or Areas of Concern reported
10/25/2012	03/25/2013	LEA Periodic		No Violations or Areas of Concern reported
09/04/2012	03/25/2013	LEA Periodic		No Violations or Areas of Concern reported
09/04/2012	03/26/2013	LEA Periodic		No Violations or Areas of Concern reported
06/21/2012	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
03/15/2012	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported

Inspections Data Dictionary

Last updated: Data updated continuously.

Last updated: Data updated continuously.
 Solid Waste Information System (SWIS), <http://www.CalRecycle.ca.gov/SWFacilities/Directory/>
 Cody Oquendo, Cody.Oquendo@CalRecycle.ca.gov (916) 341-6719

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Facility/Site Inspection Listings: Crescent City Landfill (08-AA-0006)

For this facility, please contact Local Enforcement Agency (LEA) below

CalRecycle Contact: [Beatrice Poroli](#)

Phone Number: (916) 341-6411

[Search New Facility](#)

[Detail](#) [Inspection](#) [Enforcement](#) [Maps](#) [Documents](#)

County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: Del Norte County

2011	Submit
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01 Solid Waste Landfill

Regulatory Status: Permitted Operational Status: Closed Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
12/30/2011	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
08/18/2011	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
06/20/2011	02/01/2012	CalRecycle Closed Sites		No Violations or Areas of Concern reported

[Inspections Data Dictionary](#)

Last updated: Data updated continuously.

Last updated: Data updated continuously.
 Solid Waste Information System (SWIS), <http://www.CalRecycle.ca.gov/SWFacilities/Directory/>
 Cody Oquendo, Cody.Oquendo@CalRecycle.ca.gov (916) 341-6719

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Facility/Site Inspection Listings: Crescent City Landfill (08-AA-0006)

For this facility, please contact Local Enforcement Agency (LEA) below

CalRecycle Contact: [Beatrice Poroli](#)

Phone Number: (916) 341-6411

[Search New Facility](#)

[Detail](#) [Inspection](#) [Enforcement](#) [Maps](#) [Documents](#)

County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: Del Norte County

2010

01 Solid Waste Landfill

Regulatory Status: Permitted Operational Status: Closed Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
06/11/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported

[Inspections Data Dictionary](#)

Last updated: Data updated continuously.

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Solid Waste Information System(SWIS), <http://www.CalRecycle.ca.gov/SWFacilities/Directory/>
Cody Oquendo, Cody.Oquendo@CalRecycle.ca.gov (916) 341-6719

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2009

01 Solid Waste Landfill

Regulatory Status: Permitted Operational Status: Closed Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>10/09/2009</u>	10/15/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>08/26/2009</u>	08/28/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>06/02/2009</u>	06/05/2009	LEA Periodic	20790-Leachate Control	Areas of Concern
<u>03/05/2009</u>	03/11/2009	LEA Periodic	21150-Drainage and Erosion Control 20790-Leachate Control	Areas of Concern Areas of Concern
<u>02/09/2009</u>	02/18/2009	LEA Periodic	21150-Drainage and Erosion Control	Areas of Concern

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Facility/Site Inspection Listings: Del Norte Transfer Station (08-AA-0018)

For this facility, please contact Local Enforcement Agency (LEA) below

CalRecycle Contact: Beatrice Poroli

Phone Number: (916) 341-6411

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County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: Del Norte Solid Waste Mgmt. Auth.

2013

01 Large Volume Transfer/Proc Facility

Regulatory Status: Permitted Operational Status: Active Inspection Frequency: Monthly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>12/17/2013</u>	12/20/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>11/22/2013</u>	11/25/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>10/30/2013</u>	10/31/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>09/23/2013</u>	09/23/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>08/19/2013</u>	08/19/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>07/30/2013</u>	07/30/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>06/28/2013</u>	06/28/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>05/23/2013</u>	05/23/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>04/30/2013</u>	05/07/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>04/30/2013</u>	05/28/2013	CalRecycle Focused		No Violations or Areas of Concern reported
<u>03/12/2013</u>	04/19/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>02/01/2013</u>	03/18/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>01/30/2013</u>	07/02/2013	LEA Periodic		No Violations or Areas of Concern reported



Facility/Site Inspection Listings: Del Norte Transfer Station (08-AA-0018)

For this facility, please contact Local Enforcement Agency (LEA) below

CalRecycle Contact: Beatrice Poroli

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Phone Number: (916) 341-6411

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County: Del Norte
 Enforcement Agent: County of Del Norte
 Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.
 Land Owner: Del Norte Solid Waste Mgmt. Auth.

2012

01 Large Volume Transfer/Proc Facility

Regulatory Status: Permitted Operational Status: Active Inspection Frequency: Monthly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>12/07/2012</u>	01/08/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>11/06/2012</u>	12/05/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>10/26/2012</u>	12/05/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>09/20/2012</u>	10/08/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>08/27/2012</u>	10/08/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>07/30/2012</u>	08/28/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>06/28/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>05/10/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>04/19/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>03/19/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>02/24/2012</u>	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>01/31/2012</u>	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>01/24/2012</u>	02/16/2012	CalRecycle Focused		No Violations or Areas of Concern reported



Facility/Site Inspection Listings: Del Norte Transfer Station (08-AA-0018)

For this facility, please contact Local Enforcement Agency (LEA) below

CalRecycle Contact: Beatrice Poroli

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Phone Number: (916) 341-6411

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County: Del Norte

Enforcement Agent: County of Del Norte

2011

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: Del Norte Solid Waste Mgmt. Auth.

01 Large Volume Transfer/Proc Facility

Regulatory Status: Permitted Operational Status: Active Inspection Frequency: Monthly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>12/27/2011</u>	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>11/09/2011</u>	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>10/25/2011</u>	02/01/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>09/29/2011</u>	02/01/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>08/30/2011</u>	09/22/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>07/15/2011</u>	08/16/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>06/10/2011</u>	06/22/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>05/26/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>04/28/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>03/23/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>02/10/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>01/03/2011</u>	06/07/2011	LEA Periodic		No Violations or Areas of Concern reported



Facility/Site Inspection Listings: Del Norte Transfer Station (08-AA-0018)

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CalRecycle Contact: Beatrice Poroli

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County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: Del Norte Solid Waste Mgmt. Auth.

2010

01 Large Volume Transfer/Proc Facility

Regulatory Status: Permitted Operational Status: Active Inspection Frequency: Monthly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>12/14/2010</u>	01/06/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>12/14/2010</u>	02/02/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>11/03/2010</u>	02/02/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>11/03/2010</u>	12/02/2010	CalRecycle Focused		No Violations or Areas of Concern reported
<u>11/03/2010</u>	02/02/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>10/15/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>09/18/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>08/17/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>07/14/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>06/10/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>05/04/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>04/15/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>04/15/2010</u>	06/07/2010	LEA Periodic		No Violations or Areas of Concern reported



Facility/Site Inspection Listings: Del Norte Transfer Station (08-AA-0018)

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County: Del Norte
 Enforcement Agent: County of Del Norte
 Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.
 Land Owner: Del Norte Solid Waste Mgmt. Auth.

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01 Large Volume Transfer/Proc Facility

Regulatory Status: Permitted Operational Status: Active Inspection Frequency: Monthly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>11/10/2009</u>	11/12/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>10/08/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>09/21/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>08/24/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>07/27/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>06/18/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>05/14/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>04/09/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>03/09/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>02/09/2009</u>	02/13/2009	LEA Periodic		No Violations or Areas of Concern reported

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Facility/Site Inspection Listings: Gasquet Transfer Station (08-AA-0001)

For this facility, please contact Local Enforcement Agency (LEA) below

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Phone Number: (916) 341-6411

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County: Del Norte
 Enforcement Agent: County of Del Norte
 Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.
 Land Owner: County Of Del Norte

2013

01 Limited Volume Transfer Operation

Regulatory Status: Notification Operational Status: Active Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>11/14/2013</u>	11/15/2013	LEA Periodic	17408.1-Litter Control 17410.4-Vector, Bird and Animal Control	Areas of Concern Areas of Concern
<u>08/08/2013</u>	08/09/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>05/01/2013</u>	05/07/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>05/01/2013</u>	05/28/2013	CalRecycle Focused		No Violations or Areas of Concern reported
<u>03/20/2013</u>	04/19/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>02/27/2013</u>	03/18/2013	LEA Periodic		No Violations or Areas of Concern reported

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Facility/Site Inspection Listings: Gasquet Transfer Station (08-AA-0001)

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County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: County Of Del Norte

2012

01 Limited Volume Transfer Operation

Regulatory Status: Notification Operational Status: Active Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>12/07/2012</u>	01/08/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>11/28/2012</u>	12/05/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>10/30/2012</u>	12/05/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>09/28/2012</u>	10/08/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>08/30/2012</u>	10/08/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>07/31/2012</u>	08/28/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>06/25/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>05/24/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>04/30/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>03/29/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>02/29/2012</u>	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>01/30/2012</u>	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported



Facility/Site Inspection Listings: Gasquet Transfer Station (08-AA-0001)

For this facility, please contact Local Enforcement Agency (LEA) below

CalRecycle Contact: Beatrice Poroli

Phone Number: (916) 341-6411

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County: Del Norte
 Enforcement Agent: County of Del Norte
 Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.
 Land Owner: County Of Del Norte

2011	<input type="button" value="Submit"/>
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01 Limited Volume Transfer Operation

Regulatory Status: Notification Operational Status: Active Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>12/29/2011</u>	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>11/17/2011</u>	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>10/26/2011</u>	02/01/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>09/30/2011</u>	02/01/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>08/31/2011</u>	09/22/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>07/27/2011</u>	08/16/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>06/13/2011</u>	06/22/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>05/27/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>04/04/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>03/22/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>02/10/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>01/18/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported



Facility/Site Inspection Listings: Gasquet Transfer Station (08-AA-0001)

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CalRecycle Contact: Beatrice Poroli

Phone Number: (916) 341-6411

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County: Del Norte
 Enforcement Agent: County of Del Norte
 Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.
 Land Owner: County Of Del Norte

2010

01 Limited Volume Transfer Operation

Regulatory Status: Notification Operational Status: Active Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>12/10/2010</u>	01/05/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>12/10/2010</u>	01/06/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>11/10/2010</u>	09/22/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>10/06/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>09/21/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>08/13/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>07/06/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>06/22/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>05/12/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>04/15/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>04/15/2010</u>	06/23/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>03/30/2010</u>	05/04/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>03/30/2010</u>	06/23/2010	LEA Periodic		No Violations or Areas of Concern reported



Facility/Site Inspection Listings: Gasquet Transfer Station (08-AA-0001)

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County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: County Of Del Norte

2009

01 Limited Volume Transfer Operation

Regulatory Status: Notification Operational Status: Active Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>10/05/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>07/01/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>04/16/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>02/02/2009</u>	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported

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Facility/Site Inspection Listings: Klamath Transfer Station (08-AA-0002)

For this facility, please contact Local Enforcement Agency (LEA) below

CalRecycle Contact: Beatrice Poroli

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Phone Number: (916) 341-6411

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County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: Del Norte Solid Waste Mgmt. Auth.

2013

01 Limited Volume Transfer Operation

Regulatory Status: Notification Operational Status: Active Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>11/20/2013</u>	11/21/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>08/07/2013</u>	08/09/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>04/30/2013</u>	05/07/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>04/30/2013</u>	05/28/2013	CalRecycle Focused		No Violations or Areas of Concern reported
<u>03/21/2013</u>	04/19/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>02/14/2013</u>	03/18/2013	LEA Periodic		No Violations or Areas of Concern reported

Inspections Data Dictionary

Last updated: Data updated continuously.

Last updated: Data updated continuously.
 Solid Waste Information System(SWIS), <http://www.CalRecycle.ca.gov/SWFacilities/Directory/>
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Facility/Site Inspection Listings: Klamath Transfer Station (08-AA-0002)

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CalRecycle Contact: Beatrice Poroli

Phone Number: (916) 341-6411

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County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: Del Norte Solid Waste Mgmt. Auth.

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01 Limited Volume Transfer Operation

Regulatory Status: Notification Operational Status: Active Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>12/07/2012</u>	01/08/2013	LEA Periodic		No Violations or Areas of Concern reported
<u>11/21/2012</u>	12/05/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>10/26/2012</u>	12/05/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>09/17/2012</u>	10/08/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>08/24/2012</u>	10/08/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>07/26/2012</u>	08/28/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>06/14/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>05/11/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>04/20/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>03/28/2012</u>	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>02/24/2012</u>	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>01/25/2012</u>	02/16/2012	CalRecycle Focused	17409.5-Load Checking	Violation



Facility/Site Inspection Listings: Klamath Transfer Station (08-AA-0002)

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County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: Del Norte Solid Waste Mgmt. Auth.

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01 Limited Volume Transfer Operation

Regulatory Status: Notification Operational Status: Active Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>12/27/2011</u>	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>11/18/2011</u>	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>10/27/2011</u>	02/01/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>09/09/2011</u>	02/01/2012	LEA Periodic		No Violations or Areas of Concern reported
<u>08/19/2011</u>	09/22/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>07/26/2011</u>	08/16/2011	LEA Periodic		No Violations or Areas of Concern reported
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<u>05/27/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>04/04/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>03/22/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>02/10/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>01/18/2011</u>	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported



Facility/Site Inspection Listings: Klamath Transfer Station (08-AA-0002)

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County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: Del Norte Solid Waste Mgmt. Auth.

2010

01 Limited Volume Transfer Operation

Regulatory Status: Notification Operational Status: Active Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>12/15/2010</u>	01/05/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>12/15/2010</u>	01/06/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>11/18/2010</u>	01/05/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>11/18/2010</u>	01/06/2011	LEA Periodic		No Violations or Areas of Concern reported
<u>10/19/2010</u>	11/23/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>09/22/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>08/18/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>07/02/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>06/23/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>05/13/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>04/15/2010</u>	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>04/15/2010</u>	06/23/2010	LEA Periodic		No Violations or Areas of Concern reported
<u>03/17/2010</u>	06/23/2010	LEA Periodic		No Violations or Areas of Concern reported



Facility/Site Inspection Listings: Klamath Transfer Station (08-AA-0002)

For this facility, please contact Local Enforcement Agency (LEA) below

CalRecycle Contact: Beatrice Poroli

Phone Number: (916) 341-6411

[Search New Facility](#)

[Detail](#) [Inspection](#) [Enforcement](#) [Maps](#) [Documents](#)

County: Del Norte

Enforcement Agent: County of Del Norte

Operator/Business Owner: Del Norte Solid Waste Mgmt. Auth.

Land Owner: Del Norte Solid Waste Mgmt. Auth.

2009

01 Limited Volume Transfer Operation

Regulatory Status: Notification Operational Status: Active Inspection Frequency: Quarterly

Inspection Date	CalRecycle Received	Inspection Program	Regulation	Areas of Concern/Violations
<u>10/07/2009</u>	10/13/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>07/07/2009</u>	07/13/2009	LEA Periodic		No Violations or Areas of Concern reported
<u>04/17/2009</u>	04/22/2009	LEA Periodic	17408.1-Litter Control	Areas of Concern
<u>02/04/2009</u>	02/11/2009	LEA Periodic	17408.1-Litter Control	Areas of Concern

[Inspections Data Dictionary](#)

Last updated: Data updated continuously.

Last updated: Data updated continuously.
 Solid Waste Information System (SWIS), <http://www.CalRecycle.ca.gov/SWFacilities/Directory/>
 Cody Oquendo, Cody.Oquendo@CalRecycle.ca.gov (916) 341-6719

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Appendix E

Solid Waste Manager Job Description

R3

Del Norte Solid Waste Authority Job Description

Job Title: Solid Waste Manager
Date: March 2014

Approved by Authority Board:

Summary Description:

Under the direction of the Authority Board the Solid Waste Manager is responsible for the efficient and effective management of the daily operations of the Del Norte Solid Waste Authority. The position administers programs designed to properly dispose of solid waste and to reduce, recycle and reuse waste efficiently in compliance with all local, state and federal regulations and in cooperation with contracted vendors. It provides management, oversight, leadership and direction of the Authority's financial operation, including forecasting, planning, budgeting, purchasing, accounting, insurance, and auditing activities of the organization in cooperation with the Del Norte County Auditor and Treasurer.

Essential Duties and Responsibilities: (include but are not limited to the following):

Regulatory Compliance

- ✓ Develops and maintains effective relationships with regulatory agencies.
- ✓ Assures that the Authority is in compliance with all applicable Federal, State and Local laws, rules and regulations.
- ✓ Conduct and/or manage the work of contactors necessary to maintain regulatory compliance.
- ✓ Monitor the development of new and changing regulations pertaining to waste management developments in the industry and legal occurrences or events and regularly report such to the Authority Board

Budgeting

- ✓ Prepares and administers the Authority's annual budget by analyzing actual program expenditures to develop cost data for budgeting; obtains and reviews budget data from County Auditor financial statements and responds to Authority Board requests for financial information and program revenues and expenses.
- ✓ Contributes as needed to budget discussions with the Authority Board and contracted County service providers.
- ✓ Provides periodic detailed and technical financial reports to the Authority Board.

Finance

- ✓ Reviews monthly reports from the custodian of funds, the Del Norte County Auditor and monitors all claims and pay demands.
- ✓ Under the direction of the Authority Board, plans, organizes, manages and oversees all financial activities including cash accounting, budgeting, payroll, and cost effectiveness of programs in cooperation with the Del Norte County Auditor.
- ✓ Coordinates with the Del Norte County Auditor the Authority's annual audit process and directly assists in the preparation of the annual independent audit of Authority funds.
- ✓ Reviews, researches, analyzes and summarizes fiscal, statistical, and administrative information; prepares related reports and correspondence.
- ✓ Analyzes proposals, tonnage reports, budgets and business plans.
- ✓ Works with contract vendors to administer and interpret agreements for revenue for the Authority and payments to all service providers.
- ✓ Reviews, monitors and amends current franchise and contract provisions; develops proposals for changes to franchise and contract provisions to enhance customer services in an effective, fair, and cost efficient manner.
- ✓ Administer grant funds and act as liaison and coordinator in program areas in accordance and cooperation with contract agreements with relevant vendors.

Accounting

- ✓ Prepares, reviews and processes claims for payment by the County Auditor for Authority transactions and invoices; resolves accounting issues; maintains and reconciles scale house bank funds; makes deposits of daily receipts.
- ✓ Reviews general ledger reports from the County Auditor and reconciles any outstanding issues or discrepancies.
- ✓ Prepares and submits expenditure and budget status reports for Authority Board information; generates in-depth written reports for any significant changes in the financial situation of the Authority and presents five and ten year revenue projections.
- ✓ Performs month and year-end review of accounts, reconciles adjusting and closing entries, and reviews monthly and year-end financial statements from the Del Norte County Auditor.
- ✓ Manages scale house reporting systems and reconciles Authority revenue, franchise fees, billings and commodity materials revenue.
- ✓ Monitors and administers contract payments for professional services, vendor services, regulatory fees and other services.

- ✓ Designs and maintains databases and spreadsheets to track budgets, tonnages, transactions and compliance requirements. Tracking includes service provider statistics, rate analysis, diversion and disposal data and relevant scale house information.
- ✓ Performs internal cash control auditing of transactions and collections at the scale house, inventories, assets and petty cash funds by examining, analyzing, and verifying financial records.
- ✓ Writes, implements and maintains procedures to ensure compliance with accounting policies, cash security, and internal checks and balances.

Contracting

- ✓ Manages and oversees all Authority contracts to assure compliance with all contractual terms and conditions.
- ✓ With Authority Board direction may negotiate agreements with other public and private entities including franchised solid waste service providers.
- ✓ Seeks contracting opportunities for projects to assure effective and efficient delivery of services.
- ✓ Develop Request for Proposals for professional services as needed; provide clear, concise and consistent direction to contractors; monitors contracts to ensure compliance with contractual obligations.
- ✓ Delivers timely resolution of any customer or jurisdictional complaint.
- ✓ Conduct monthly on-site inspections of Authority facilities to assure their ongoing safe and effective operation and adherence with current agreements.
- ✓ Performs related duties as required.

Business Development

- ✓ Conduct and provide oversight for the selection, training, and evaluation of Authority personnel and administer human resources policies and procedures.
- ✓ Coordinates reports and program activities with CalRecycle and other agencies to assure cooperation and efficiency.
- ✓ Meets regularly with contractors to make sure programs to reduce and divert solid waste from landfilling in compliance with mandated government agency requirements are fully implemented.
- ✓ Prepare and deliver in cooperation with relevant contractor the CalRecycle annual report.

Manage External Relationships

- ✓ Serve as liaison and coordinate activities between the Authority and other agencies, governmental bodies, groups and organizations.

- ✓ Advise the Authority Board and member jurisdictions concerning issues related to solid waste facilities, programs, rates, and charges.
- ✓ Establish and maintain cooperative relationships with elected officials, staffs, consultants, and the public.

Board Responsibilities

- ✓ Assist the Authority Board in all normal and customary matters in accordance with California laws and regulations.
- ✓ Provide the Authority Board with staff support including the preparation of meeting agendas and notices as well as succinct written and oral reports relating to items on the agenda.
- ✓ Develop, implement and manage a “management by metrics” system of key benchmarks/metrics for tracking progress relative to the established short-, medium- and long-range goals and objectives of the Authority and to regularly report that progress to the Authority Board.
- ✓ Attend all Authority Board meetings.
- ✓ Attend member jurisdiction Council/Board meetings as needed to update members on Authority activities.
- ✓ Schedule and perform orientation sessions for new Authority Board members based on Board approved goals and objections, mission statements and defined roles of member jurisdictions.

Supervisory Responsibilities

- ✓ Responsible for the supervision of all Authority employees. Provides the overall direction, coordination and evaluation of the daily operations.
- ✓ Carries out the supervisory responsibilities in accordance with Authority policies and applicable laws and agreements.
- ✓ Responsible for the interviewing, hiring, and training of employees; plans, assigns and directs the work of employees; complaints timely performance reviews, handles complaints and resolves problems as needed.
- ✓ Maintains communication with the bargaining unit representative(s).

Knowledge, Skills and Abilities:

- ✓ Principles and practices of integrated solid waste management.
- ✓ Normal and customary practices of government enterprise fund operations.
- ✓ Governmental enterprise fund accounting and financial planning.
- ✓ Principles and practices of proposals and contract administration in the State of California.

- ✓ Regulatory provisions of solid waste prevention, reduction, recycling and disposal activities in California.
- ✓ A working knowledge of SRRE's, water quality issues and air quality issues related to solid waste facilities.
- ✓ A working knowledge of solid waste legal terminology and current statutes governing the procedures of a joint powers authority and the responsibilities of the Board of Directors.
- ✓ Ability to maintain discretion and good judgment with sensitive and confidential information.

Education or Experience:

Bachelor's degree in public administration, waste management, planning, engineering, business, environmental studies or related field and five (5) years responsible professional experience in solid waste management or a related field; or an equivalent combination of education and experience.

Language Skills:

- ✓ Ability to read, analyze and interpret financial reports, legal documents and common to the industry scientific and technical journals.
- ✓ Ability to respond to inquiries and complaints from customers, contractors, regulatory agencies, member jurisdictions, and members of the business community.
- ✓ Ability to write reports and letters in accordance with the prescribed style and format common to the industry.
- ✓ Ability to make effective and succinct presentations to the public, member jurisdictions, the Authority Board and regulatory agencies.

Computer Skills:

A working ability with Microsoft Office; Word and Excel, Internet tools, e-mail, Facebook, accounting software and solid waste management scale house software.

Certificates, Licenses, Registrations:

Valid CA Drivers License

Physical Demands:

- ✓ The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.
- ✓ Required to sit up to 3-6 hours a day with intermittent walking and standing.

- ✓ Occasionally may be required to lift items up to 50 pounds up to a height of 4 feet.

Work Environment:

- ✓ The work environment characteristics described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.
- ✓ Office work environment with normal noise levels.
- ✓ Scale house work environment with higher than average noise and dust levels with some exposure to exterior elements.
- ✓ Off site and field visits may be chaotic at times and may require personal protective equipment to be worn such as hearing protection, hard hats, gloves, steel toed foot ware and eye protection.

SALARY RANGE \$70,000 - \$80,000 depending on qualifications

FLSA Status: Full Time Exempt

The following are Authority staff comments on the "Draft Report Assessment of the Del Norte Solid Waste Management Authority." Prior to preparing these comments, the Authority Acting Director consulted with Authority legal counsel regarding the question "To what extent is staff obliged to identify potential negative consequences of potential actions based on this report?" Legal Counsel Martha Rice advised me that if I perceived a potential cost or issue of concern, I should let the Board know of such. The detailed nature of the following comments is associated with my efforts to follow that legal advice. All of these comments and attachments should be included in their entirety as appendices to the final report.

Acknowledgement: This is incomplete.

Executive Summary: This section should be revised after addressing all numbered comments that follow and any other comments submitted by the Authority regarding this draft report.

Introduction: The paragraphs at the bottom of page 3 beginning with 'There seems to be a general consensus that the Authority has effectively achieved its ordinal Purpose stated above...' imply that these purposes are not ongoing and continuing responsibilities, or that some significant issue has arisen since 2012 that could be a justification for abandoning one or more of these purposes. The final report should revise this phrasing or provide explanation as to what is meant by 'achieved.'

The passive voice reporting that 'questions have been raised' is unclear. If R3 is referring to the specific questions addressed in this report, that statement should be clarified. If R3 is referring to other questions or concerns, the source and nature of those questions should be specified, as well as some assessment of the answers (if any) presented to address such questions. What are these 'questions raised'? Are these new questions? If so, what is the source? Were answers provided to those questions and if so, by whom and when? Is there some reason to believe those answers were incomplete?

1. **Organizational Structure:**

The draft report acknowledges the relatively unique combination of functions and rural population served by the Del Norte Solid Waste Management Authority. The report does not identify a single agency serving a population of less than 100,000 with responsibilities for operations of three facilities or maintenance of a closed landfill.

1.1 In the final report, for all jurisdictions presented for comparison, please provide a more detailed breakdown of all management and administrative staff into the following categories: Management, Administration, Programs and Finances.

1.2 In the final report, for all jurisdictions presented for comparison, please provide a comparison table indicating how many facilities are staffed by employees of that agency (separating gate, operations, program, administrative, financial and management staff), how many landfills (open or closed) that are managed by each agency, how many transfer stations are operated by that agency, and whether that agency contracts for or provides collection services, household hazardous waste programs, provides education and public information, administers franchise contract or operations contract oversight, or manages and accounts for revenues from facility operations.

1.3 On page 9 of the draft report, the Authority's structure is described as being most similar to the Humboldt Waste Management Authority. Please provide the information requested in comments 1.2 and 1.3 for the Humboldt Waste Management Authority.

1.4 Please provide the same information requested in comments 1.2 and 1.3 for Tehama and Sonoma Counties, as these jurisdictions have contract employees serving as the Executive Director for their respective JPAs.

1.5 Please provide the working definitions for 'effective and efficient' used by R3 and how such definitions were used in this analysis. For example, the report does not identify any specific areas where the Authority's programs or management were deemed 'ineffective,' nor were any specific inefficiencies identified in the functions performed by the Authority. Furthermore, the Authority's rates at the Del Norte County Transfer Station (as well as the Gasquet and Klamath Transfer Stations) are the lowest in the region, **as demonstrated in the table in Appendix B.3. of the Request for Proposals**, and this would be a standard means of measuring regional fiscal efficiency for facility operations. If R3 asserts there is a better metric to measure 'effective and efficient' on a regional basis, that should be explicitly presented, justified, and used when comparing the Authority to other jurisdictions. The final report should include a discussion about the relevance of rate information and the factual basis for asserting that the recommendations would result in increased efficiency (however measured) without potential degradation of current effectiveness (however measured). If such rates are compared to jurisdictions more than 2 hours drive from Crescent City, the final report should also include a discussion about how proximity and access to disposal and processing facilities can affect rates.

1.6 The analysis on page 10 indicates that 'concerns were expressed about...management and administrations staffing levels, cost controls....' Please indicate the proportion of people at the public meeting of 28 January 2014 who expressed those concerns, and to the extent any party expressed such concerns, what supporting information was provided as the basis for those concerns.

1.7 On page 1, the draft report indicates that "...it is not clear what the Authority's

strategic priorities are..." Similarly, on page 19 the draft report states "...it does not appear that there has been any meaningful comprehensive strategic planning with the goal of identifying opportunities for system short, medium, and long-range system improvements, including cost savings," yet on page 10 the report states that management and administrative staffing levels should be reduced and that those resources be directed "...in support of the Authority's short-, medium- and long-range objectives." The final report should explain how reducing staff levels would meet objectives that, according to R3's assessment, have not been clearly stated or adopted.

1.8 R3 should understand that in many ways, the year long process when the entire City Council and the entire Board of Supervisors convened as the Authority Board was as close at the Authority has ever come to a strategic planning process, and the adoption of the revised JPA was means by which the Purposes of this agency were considered and adopted. Versions of the Work Plan **included in Appendix E of the Request for Proposals** have regularly been reviewed by Authority Commissioners since 2004, and were most recently reviewed by the Board of Commissioners in January 2014. The final report should clarify how such Purposes and Work Plans are different from that which would likely result from a strategic planning process. Also, the final report should discuss how such a strategic planning process might provide benefits and thereby justify the expense of such a process.

1.9 In the final report, please specifically acknowledge and differentiate between the Authority's six Purposes as described on pages 2 and 3 of the draft report, and the Work Plan, **included in Exhibit E of the Request for Proposals**, and the 'strategic priorities' which R3 describes as 'unclear.' The final report should also provide an explanation of one or more means by which the Authority might develop and adopt such strategic priorities, if not already in place or clear. If R3 feels this is an action the Authority should pursue, please either include it in the recommendations or explain why this recommendation was not specifically delineated within the report.

1.10 When preparing reports to the Authority Board, staff generally presents recommendations with fact-based rationales and analysis, including potential related impacts of pursuing a recommendation, and also alternatives the Authority might consider to address a specific topic, specifically comparing alternatives to the status quo. The final report should minimally meet these professional standards for all recommended Options, recommendations or potential courses of action.

1.11 Please include in the final report an "As Is" option to leave the current staffing structure in place, or else provide a detailed, fact-based analysis as to why the Authority is being advised to not consider or evaluate this easiest (and possibly least expensive) course of action compared to alternatives analyzed and presented.

1.12 Please refer to the attached Authority Treasurer's report regarding questions and

potential issues associated with the portion of Option #1 that suggests combining ‘...the 2.5 full time equivalent administrative staff positions into a single new Management Analyst position...’

1.13 Please refer to the attached memo from Authority legal counsel regarding potential issues and concerns associated with ‘Option #3 Contract Scale House Staffing to the Private Sector.’

1.14 On page 12, R3 indicates that elimination of the JPA would not save the ratepayers money “...assuming the Authority is restructured and management and staffing levels are reduced to appropriate levels...” Considering that the Authority managed facilities have the lowest rates in the region (**a summary table was included in Appendix B.3 of the Request for Proposal for this project**) and the Authority’s compliance record appears more than satisfactory, the final report should explain what is meant by “appropriate.” The report implies that if staffing is restructured as recommended in the Options, that there might be a net savings to the ratepayers. “Net savings” would presumably include all expenses for making such changes (legal expenses, expenses associated with splitting the collections franchise, expenses related to changing the Pledge of Revenue, expenses to coordinate programs between the County and the City, etc.) and such costs should be specifically identified, discussed, and estimated. The final report should identify the main potential tasks that could increase costs, provide estimates for such costs and provide a numerical, fact-based analysis supporting this assertion, or this section should be re-written.

1.15 Question 1.e. specifically requested comparison of the current Authority structure to that of the Local Transportation Commission, the Redwood Coast Transit Authority and the Airport Board, and yet such comparisons are not included in any detail. It would appear therefore that the budget for this subtask would still be available for additional work on this project such as responding to these comments.

1.16 On page 13, R3 recommends (under the staff restructuring discussed under Options #1) “...that certain functions that Authority staff currently performs, including landfill maintenance and monitoring activities be contracted out (most likely to the County).” Using the attached spreadsheet “Current delineation of Permit & Monitoring Activities at the Crescent City Landfill,” please indicate which of these duties are recommended to be shifted to the County, which County department and personnel would perform which duties, and related actions needed to implement this recommendation. As these would be new and additional duties for County staff, please include a numerical fact-based cost estimate for the County and the Authority to implement this recommendation.

2. Staffing

2.1 See separate comments on Appendix B.

2.2 The answer presented to the question “What mandatory solid waste management functions must be performed by the Authority considering current local, state and federal requirements?” does not appear to include any local requirements. As both the City and County adopted the purposes of the Authority under the Joint Powers Agreement as discussed on pages 2 and 3, those purposes are local requirements, and so must be included in this discussion. For example, by setting the collection service standards and adopting the Franchise Agreement, the Authority also incurs an obligation to establish Ordinances to enforce that collections franchise. Under the Pledge of Revenue, funds must be made available to address expenses related to the closed landfill, and the Authority must have the ability to set rates to enable this compliance structure. The final report should address these local requirements, and if changes are recommended to how those requirements are being addressed, those recommendations should be made explicit.

2.3 The answer on page 15 fails to identify the Pledge of Revenue tying revenues from the Del Norte County Transfer Station to the Crescent City Landfill as a state or local requirement, yet this (or some other suitable financial assurance mechanism) is required under California Public Resources Code (PRC) sections 43500 through 43610.1 and Title 27 of the California Code of Regulations (“Regulations”), Division 2, Subdivision 1, Chapter 6, Article 2. Please include a discussion of these requirements in the final report. If R3 recommends a different means of addressing these requirements, a fact-based analysis should be included as part of such recommendation, and such analysis should include a discussion of the steps needed to change and obtain approval from CalRecycle for a different means of providing these required financial assurances.

2.4 The final report should include some discussion about the need for cross-training among Authority staff for continuity during times of staff absence, illness, or turnover. If there is no duplication of effort among any Authority staff and R3 recommends implementing such a ‘no duplication’ rule, the final report should explain how the Authority would be protected from predictable negative consequences associated with the absence or loss of either the Solid Waste Manager or the Management Analyst as proposed in the Options. Any specific unnecessary duplication of effort among Authority staff identified by R3 should be described in the report and supported by evidence.

2.5 On page 16, R3 asserts that landfill maintenance and monitoring could be ‘...more cost effectively performed by County.’ The final report should provide

numerical fact-based support for this assertion. If this assertion can be supported in terms of projected annual costs, referencing the attached spreadsheet 'Current delineation of Permit & Monitoring Activities at the Crescent City Landfill,' the discussion should also include any anticipated costs for implementing such a transition, including but not limited to hiring additional County staff if needed, revising permit documents, obtaining agency approvals, revising the Pledge of Revenue, etc.

2.6 On page 16, R3 asserts that Hambro/WSG could "...more effectively...perform...stormwater monitoring..." at the Del Norte County Transfer Station. If this assertion is included in the final report, some discussion should be provided regarding what is meant by 'more effectively' providing such function. Specifically, as the owner of the Del Norte County Transfer Station, the Authority has the responsibility for monitoring and reporting on stormwater to the North Coast Regional Water Quality Control Board. Therefore, if Hambro/WSG is to provide stormwater monitoring and reporting, that service would be under a Change Order to the Transfer Station Operations agreement. The final report should discuss any experience Hambro/WSG staff have with stormwater monitoring and reporting, the likely cost for providing these stormwater services, and what responsibilities would remain with the Authority regarding oversight of such stormwater services and potential impacts on the Authority should such service fail to meet the requirements of the regulatory agencies.

2.7 On page 16, R3 asserts that Recology Del Norte may "more effectively...perform...public education and outreach." Recology Del Norte already provides high quality public outreach and education for their collection programs for trash, recyclables, and brush. The programs of the Del Norte Solid Waste Management Authority extend far beyond those provided by Recology Del Norte, including all recycling programs at the Del Norte County Transfer Station. Examples of recovery programs at the Del Norte County Transfer Station that do not involve Recology Del Norte include recycling and management of used motor oil from households, used oil filters, used antifreeze, car batteries, appliances, refrigerators, metals, carpeting, televisions and computer monitors, paint and architectural coatings, thermostats, fluorescent bulbs, consumer electronics, home-generated sharps, all household batteries, untreated wood, rocks, soils, and concrete. Furthermore, Authority staff provide public outreach and education through the Authority website, including meeting agendas, minutes, and other postings, as well as outreach associated with oil recycling and beverage container grants. The Authority also provides composting workshops.

If the final report includes this assertion, additional explanation should be provided as what outreach services R3 would recommend be done by Recology Del Norte, how such public outreach would be 'more effectively' provided by a contractor who is not directly related to delivering those services, the projected costs for Recology

Del Norte to provide such outreach services under a Change Order to the Collections Agreement compared to current Authority expenses, and the related issues and costs associated with making such a transition. The final report should also indicate how these costs might change as new programs are introduced or existing programs are modified or expanded.

2.8 On page 16, R3 asserts that 'County staff should assume certain tasks currently performed by the Program Manger...' The final report should explicitly indicate all such 'certain tasks' with reference to the Work Plan **included in Exhibit E of the Request for Proposals** for this project. Are there any other duties of this position that R3 would recommend being shifted to County staff apart from those issues discussed in comments 2.5, 2.6 and 2.7? If so, the final report should also include explicit description of those other duties, and the projected process and costs for County staff to take over such duties after appropriate approval of regulatory agencies if such is needed.

3. Day to Day Operations

3.1 As a public meeting was convened based on R3s proposal and intended to be included as part of this Assessment, the final report should include some summary and discussion of the public comments provided verbally and in written form. This should be written with respect to the public perceptions reported on the quality, value and efficiency of day to day Authority operations during the public meeting of 28 January 2014.

3.2 On page 17, R3 summarizes that the Authority has been meeting regulatory requirements in a timely and comprehensive manner. In this context, if not addressed elsewhere, the final report should make clear what is meant by assertions that such requirements could be met 'more effectively,' by pursuing recommendations in this report, and such assertions should be supported by factual evidence.

3.3 On page 18, R3 states that contract oversight for Franchisees and other contractors are not being administered as effectively as it was prior to the retirement of the former Authority Director. The final report should address how permanently reducing the number of management and administrative staff, or other recommendations within the report, would help to address this issue based on factual evidence.

The final report should also state that, **as indicated in the documents included with Appendix G to the Request for Proposals for this project**, in terms of the total system revenue associated with solid waste and recycling services in Del Norte, Recology collects approximately 60% of that revenue for their collections services,

Hambro/WSG collects approximately 26% of that revenue for operations of the Del Norte County Transfer Station, and the Authority collects approximately 14% of the total revenue to provide the services described in **the Work Plan included in Appendix E to the Request for Proposals for this project.**

The final report should also acknowledge that contract oversight efforts include annual review and approval of annual rate adjustments that are based on a percentage of the changes to the Consumer Price Index, and thereby control cost increases to the public throughout the term of these agreements.

3.4 Staff appreciates the suggestion and supports the creation of a compliance checklist for both the Hambro/WSG and Recology Del Norte contracts. The Acting Director is aware of several existing documents that could be easily summarized and combined for this purpose as appropriate for both of these agreements. The final report should address how permanently reducing the number of management and administrative staff, or other recommendations within the report, would help to address this issue based on factual evidence.

3.5 Staff appreciates R3's assessment that the Del Norte County Transfer Station is well run and well maintained, without any specific suggestions for operational improvements. The final report could also acknowledge the many positive public comments made supporting this assessment at the public meeting on 28 January 2014.

3.6 On page 19, R3 states "...we are not aware of any meaningful discussions with Hambro (or Recology) to explore mutually beneficial enhancement to their operations to improve customer service, minimize rate increases and/or otherwise support the Authority's long-range goals and objectives." The Authority and Hambro/WSG have negotiated eighteen Change Orders to the Transfer Station Operations, and nine of these either expanded customer services for public and mutual benefit at the Del Norte County Transfer Station, or implemented procedural changes or modification to bonding requirements. These Change Orders have addressed issues such as universal waste processing, commercial fluorescent tubes, sharps management, carpet recycling, and paint recovery through PaintCare. Similarly the Authority staff and Recology Del Norte have negotiated a Change Order to implement a temporary brush collection service. Authority staff communicate informally, with both Recology and Hambro/WSG management at least twice each month, and coordinate efforts on issues of common interest or concern. For example, Authority and Recology staff have been meeting more frequently in the past few weeks as we coordinate preparations for the Youth and Family Fair. For this outreach event the Authority and Recology share a room at the fairgrounds promoting our respective programs in a complementary fashion with interactive face-to-face outreach.

Under section 2.Q.v of the Agreement between the Authority and Hambro/WSG,

provided under Appendix C of the Request for Proposals for this project, Hambro/WSG is offered an on ongoing incentive to make proposals to benefit Authority ratepayers. A similar provision exists in the Recology Del Norte Franchise Agreement for Collection Services in section 7.03.H, as was provided under Appendix C of the Request for Proposals for this project. It is not clear how these provisions or regular communications and coordinated efforts described above are somehow not 'meaningful,' or what changes might be made to address this issue.

4. Director Position

4.1 Staff agree that if all responsibilities associated maintenance, monitoring, reporting, permitting for the Crescent City Landfill were transferred back to Del Norte County, and some means was developed to reduce the staff time associated with public outreach and education for Authority programs, that it might be possible for a single full time person to satisfactorily provide the functions of the Director and Program Manager.

Because of the number and complexity of issues related to the transfer of responsibilities for the landfill from the Authority back to the County (staff, permits, pledge of revenue, finances, etc.), a more cost effective way forward in the short term may be associated with either an 'As-Is' staffing structure or a modified staffing structure enabling cross-training and in-house development.

4.2 Please refer to the comments that follow on the draft job description for the Solid Waste Manager included in Appendix E of R3's Draft Report. In those comments, I have identified three categories of changes:

- A. Current essential Acting Director / Program Manger activities omitted from the Draft Job Description for 'Solid Waste Manager'
- B. Duties explicitly to be contracted to others, and
- C. New activities or functions included in the Draft Job Description for 'Solid Waste Manager,' to be added to current responsibilities

The final report should clarify how the functions under category A described above will be performed, and any associated actions and costs associated with shifting these responsibilities. The final report should also include a general description of the steps needed to complete the transfer of responsibilities under category B described above, and any costs associated therewith. The final report should also describe the proportion of the Solid Waste Manager's time anticipated to complete the new activities and functions under category C.

4.3 In the final report, please provide the basis for asserting the salary range for the Director in response to question 4.c, and how this range compares to the

salaries for Directors of other JPAs included in the comparisons on pages 9 – 11.

5. Potential Alternatives to JPA

5.1 Considering that the budget for this project included an allocation of \$9,210 to complete this task (27% of the project budget), and the brevity of the response in the draft, it appears that unexpended funds budgeted for this task could be used to respond to the questions and comments submitted on this draft report.

5.2 On page 22, R3 asserts that the management and staffing levels are not 'in line with industry standards.' The final report should revise this phrasing or specifically describe what 'industry standards' are being referenced, where such standards are published, by whom, and when such standards were last updated. If the only 'standards' being referenced are the comparisons provided under the answer to question 1.c, additional text should acknowledge that all such comparisons are to JPAs serving much larger populations, with substantially different programs, facilities and responsibilities, and that the Authority's services and responsibilities are unique compared to these other jurisdictions.

5.3 On page 22, R3 asserts that 'if no changes are made to the Authority's staffing levels we would expect that eliminating the Authority and having the City and County assume those responsibilities could result in an annual savings on the order of \$100,000 per year.' Please provide the facts on which this assertion is based. Clearly there would be issues to resolve such as updating and revising all permit responsibilities with the respective oversight agencies, resolving issues of control and operations of the Del Norte County Transfer Station, the Pledge of Revenue, and the Crescent City Landfill. Additional annual costs would be associated with separating the disposal reporting to CalRecycle, separately reporting tonnages for the City of Crescent City and the County of Del Norte, which the Authority does not currently do. What would be the tasks and costs associated with making such a transition, and were these costs considered in this assertion that there would be a cost savings?

Comments on Appendix B

Appendix B to this report is intended to summarize 'Regulatory Requirements and

Programs.' The following requirements were omitted from this report and should be included for completeness and accuracy.

B.1. The Five-Year Regional Agency Integrated Waste Management Plan review is the forum through which the Authority addresses the requirements of Public Resources Code (PRC), section 41780 to maintain 15 years disposal capacity. The Solid Waste Disposal Agreement between the Dry Creek Landfill and the contracted operator of the Del Norte County Transfer Station, Hambro/Waste Solutions Group addresses this requirement. The term of this agreement is 15 years from the Commencement Date (14 March 2005), with two automatic 5 year extensions. Thus, if no action is taken to dissolve this agreement, it secures disposal for all wastes from the Del Norte County Transfer Station through 13 March 2030. Some mention of this requirement should be included in this summary of regulatory requirements.

B.2. Regarding the Crescent City Landfill, it should not be referred to as 'Landfill Closure' as this activity was completed in February 2006, and this facility is in the post-closure maintenance period. Most items listed under 'Landfill Closure - CalRecycle/LEA' are design requirements that have already been met with the approval of the final closure and post-closure maintenance plan. Gas monitoring, grading and erosion control activities continue to be Authority responsibilities. The title of this section should be 'Landfill Post-Closure Permitting, Maintenance, Monitoring, Reporting and Financial Assurance' as these are the continuing activities associated with this facility.

B.3 This summary should (but does not) specifically reference Regional Water Quality Control Board Order 97-90, which dictates most monitoring, reporting and compliance requirements for this facility, and should be separately titled as a 'Regulatory Requirement,' as this Order is specifically directed at the Authority and Del Norte County. All requirements described therein should be summarized and listed separately under this title, such as constituent of concern monitoring, and the aerial survey every five years, which appear to be omitted as requirements. **Order 97-90 was provided in Appendix D of the Request for Proposals for this project.**

B.4 Similarly, this summary should reference Industrial Storm Water General Permit Order 97-03-DWQ, which is associated with requirements to prepare and follow a stormwater pollution prevention plan and stormwater monitoring and reporting requirements for both the Crescent City Landfill and the Del Norte County Transfer Station.

B.5 This listing of requirements related to the landfill should also include financial assurance requirements under California Public Resources Code (PRC) sections 43500 through 43610.1 and Title 27 of the California Code of Regulations ("Regulations"), Division 2, Subdivision 1, Chapter 6, Article 2, and the requirements associated with

maintaining compliance in this regard.

B.6 As a joint powers authority, the Del Norte Solid Waste Management Authority must also comply with relevant provisions of laws and regulations pertaining to public meetings, ordinance adoption, and governmental operations of a public agency. Many of these governmental requirements are referenced in the 'First Amended Joint Powers Agreement between the City of Crescent City and the County of Del Norte Creating the Del Norte Solid Waste Management Authority,' and **this document was included in Appendix A of the Request for Proposals for this project.**

Comments on Appendix C

- C.1 The Authority Staff Report dated 21 January 2014 is missing pages 2 and 4.
- C.2 The Authority Staff Report dated 15 January 2014 is missing pages 2, 4 and 6.

Comments on Appendix E

*The changes described below are substantial enough that R3 should specifically state whether these changes result in a revised job description that they feel can be accomplished by a single qualified person in a typical 40 hour work week. Similarly R3 should provide comment on the potential for one person to fulfill these functions if one or more of the duties described under section B below are **not** transferred or contracted to others.*

I have additional comments and suggested edits to this draft Solid Waste Manager Job Description. I will draft them before the March 12 meeting if time permits.

Background: In the Draft report, under Option #1 on page 11, the Solid Waste Authority Manager (which the R3 Report refers to as 'Executive Director') and the Authority Program Manager positions would be replaced by a single individual to serve as 'Solid Waste Manager.' The draft job description in Appendix E is an effort to create such a job description.

A. Current essential Acting Director / Program Manger activities omitted from the Draft Job Description for 'Solid Waste Manager':

Authority staff provided descriptions of activities of the former Director, the Program Manager and related comments regarding the current activities of the Acting Director / Program Manager, which were partially included in Appendix C. In addition to the items described below, the job description omitted several substantial areas of

responsibility described in those reports, which must be addressed by some responsible agency, contractor, or individual. The final report should clearly indicate how the Authority would address these responsibilities and the net costs or savings associated with preparing for and implementing such changes:

1. Maintaining, revising and updating the Pledge of Revenue, to be approved by CalRecycle, from the Del Norte County Transfer Station for the financial obligations associated with the Crescent City Landfill.

2. Monitoring and maintaining compliance with the terms of the I-Bank loan and lease agreements related to the Del Norte County Transfer Station.

3. Confirming and monitoring all compliance by Contractors with all bonding, insurance, and supporting documentation requirements of all contracts.

4. Troubleshooting, maintenance, repair and replacement as needed for all computers, peripherals, hardware, software, equipment, and scales. The Authority already uses subcontractors as needed for these functions after initial trouble-shooting and follow-up by staff.

5. Management of the Authority's website and associated outreach materials. Information on the Authority's website includes posted Authority meeting agendas and minutes, and also includes a variety of education and public information about programs such as how to reduce junk mail and how home recipes to replace common hazardous products used in the home. Procurement, oversight and management of this contract would likely take as much Authority staff time as current website management requires, though a contractor could perhaps produce a more attractive or interactive website.

6. Promotion, administration, permit reporting, oversight, and traffic control, and reporting related to the annual household hazardous collection event. This would likely be a Change order for an additional expense with the contractor for the HHW collection event.

7. Preparation of budget transfers for Board review and approval as needed, and explicitly requesting Authority Board approval for all claims over \$5,000.00. (Under Budgeting or Finance)

8. Act as liaison to the Del Norte Solid Waste Task Force providing advice to the Authority Board, as well as other affiliate organizations (such as the North Coast Recycling Market Development Zone, Environmental Services Joint Powers Authority of the Regional Council for Rural Counties, the California Resource Recovery Association, the California Product Stewardship Council, the Solid Waste Association of North America, etc.).

B. Duties explicitly to be contracted to others: The Draft R3 Report explicitly recommends that the following responsibilities be shifted to other entities:

1. All responsibilities for permits, maintenance, monitoring and reporting and other compliance activities associated with the Crescent City Landfill would be shifted to County personnel (page 16). Implementing this Option would require revision of Order

97-90 of the Regional Water Quality Control Board, revision to the Authority's Joint Powers Agreement, and revision of the Pledge of Revenue Agreement, including approval from agencies with regulatory oversight. County staff have indicated that additional personnel would have to be hired to meet these responsibilities. The R3 report is not clear as to which agency would contract for these services or how these expenses would be paid. In responding to these issues, R3 should reference the responsibilities summarized in the attached 'Current delineation of Permit & Monitoring Activities at the Crescent City Landfill.'

2. Monitoring and reporting related to stormwater at the Del Norte County Transfer Station would be shifted to Hambro/WSG (page 16). As this is the Authority's property and permit, implementing this recommendation would require a Change Order with Hambro/WSG. Factual support should be provided if R3 includes the assertion that this function could be 'more effectively performed' by Hambro/WSG.

3. All responsibilities for education and outreach would shift to Recology Del Norte (page 16). Current outreach responsibilities include radio and newspaper ads associated with oil recycling and beverage container recycling, as well as the annual household hazardous waste collection event, and outreach for new programs like the expanded paint and carpet recycling programs at the Del Norte County Transfer Station. Most of these outreach activities are not directly related to any Recology Del Norte programs, and so would require a Change Order with Recology, as well as modifications to the Annual Report and grant documents to be submitted to CalRecycle regarding these programs. Again, no support is provided for the assertion that these functions could be 'more effectively performed' by Recology Del Norte compared to current practices. Much of this outreach applies to programs administered by the Authority or Hambro/WSG at the Del Norte County Transfer Station, or involves face-to-face outreach events like the County Fair, so Authority staff would need to continue to spend significant time to be actively engaged developing and overseeing outreach done on behalf of the Authority.

4. Some support in the preparation of the annual report to CalRecycle. (Under 'Business Development' of the Job Description). Authority staff currently do not pay any subcontractor to assist with the preparation of these reports.

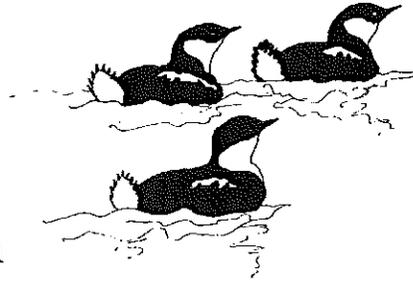
C. New activities or functions included in the Draft Job Description for 'Solid Waste Manager,' to be added to current responsibilities:

1. Prepares and processes claims for payment by County Auditor. (under 'Accounting') This task is currently completed by the Administrative Assistant, and would reduce the 'separation of duties' described in the Treasurer's Report.
2. Presents five and ten year revenue projections (under 'Accounting').
3. Performs internal cash control auditing of transactions and collections at the scalehouse (under 'Accounting'). These cash controls are currently responsibilities of the Account Clerk as part of the **daily** reconciliation of receipts for each day's activities, taking three to six hours, four days per week. This would be a substantial

time commitment for a regular accounting function to be completed by the agency's top manager.

4. Conduct monthly on site inspections of Authority facilities (under 'Contracting'). Refuse site attendants regularly report on the status of facility maintenance. Though periodic visits to these facilities are made by management, official monthly inspections will continue to be done by the Local Enforcement Agent. No justification was provided as a rationale for this allocation of limited staff resources.

Crescent
Coastal
Research



7700 Bailey Road
Crescent City, CA 95531
(707) 954-3500

cstrong.ccr@charter.net

3 March 2014

Del Norte County Solid Waste Authority Board of Commissioners
Attn: Roger Gitlin, Chair
1700 State Street
Crescent City, CA 95531

I am compelled to comment on the draft report 'Assessment of the Del Norte Solid Waste Management Authority' provided by R2 Consulting Group and supported by \$33,000 of SWA funds at your request.

As a private consultant who writes a variety of reports to agencies myself (several per year), I was disappointed by the low level of investigation and organization provided to you in the report. The bulk of the text compares the DNSWA with other SWA entities in the state and is comprised of questions contained in the RFP with verbal answers and an analysis that is simply more verbal description, not at all quantitative, and not a normal format for a report of this nature. Since the stated purpose of this entire endeavor is to save the rate payers or the county some money, the lack detailed fiscal assessment is inexcusable.

The approach of comparison with other JPA/SWA entities is worthwhile, but the conclusions drawn are demonstrably inappropriate. R3 noted that the DNSWA is unique for a small population JPA in that they 1) carry out all the landfill closure and monitoring, 2) secure and oversee contract franchise pickup and hauling, 3) Carry out day to day operation of the gates, and 4) take actions to meet waste reduction (AB 939) and other disposal and monitoring requirements, where most other small JPA's are tasked only with (4). One of the main conclusions of the report is that administrative staffing of DNSWA is larger than other small JPA's, but they did not account for the additional duties our SWA performs or present any specific quantitative comparison.

In the comparison with other SWA entities, the report noted that Humboldt County has the most similar situation with respect to their SWA having responsibility for landfill closure and monitoring as well, and yet there was no further comparison, no statement about staffing levels at Humboldt, and no attempt at contact or interview with our neighboring SWA.

Another glaring omission is the lack of any assessment of public opinion contributed at the special meeting intended for exactly that purpose (22 Jan. 2014). The lack of incorporation of public opinion indicates weak reporting.

The two main conclusions of the report are interrelated, Page 1 executive summary:

1) 'Appropriate adjustments are made to management and administrative staffing levels; and 2) The Authority Commissioners establish clear and measurable short, medium and long-range goals and objectives for the Authority in support of its defined Purpose and staff and other available resources are aligned to effectively support those goals and objectives.'

The problem is they are exactly backward. You first need to establish the goals and objectives and then you will be able to make adjustments, if any, to staffing levels based on what the personnel are there for. This is actually stated in (2) above, making statement 1 unnecessary.

Also in the executive summary are statements to restructure DNSWA so that the Manager and scale house positions be filled by contract with private sector personnel, but there is absolutely no reference anywhere in the report how this will save money. I suspect that the 'savings' anticipated are in removing retirement and health benefits for those (county wage scale equivalent-) employees. The truth is, as R3 should have assessed, that salary for a private sector director/manager of the caliber indicated is likely to be significantly higher than the current wage scale set by the county.

In any case, there is more at stake in restructuring than a few dollars one way or the other. The institutional and professional knowledge of the remaining manager is a valuable resource that cannot be simply replaced by someone out of the area. You have already reduced capacity and function of our SWA to a large extent in eliminating the prior director.

Finally, Appendix C, Director and Manager Activities, is missing every other page. This appendix would have (if it were made available) more relevant content than much of the rest of the report in depicting exactly what the function of these positions, and indeed the SWA, are. What I did glean from every other page was that the Manager, in his current role as acting director, is overloaded in attempting to maintain both positions. The ability of the SWA to function in its current role is compromised, and maintaining compliance with regulatory agencies is likely in jeopardy, without a dedicated director. It could be possible, by redefining the role and goals of the DNSWA, to have the positions combined into one, but the goals and role of the SWA need to be defined first.

There is more to our SWA than meeting state compliance standards and getting rid of our trash. As exemplified by the prior director, we were leaders in finding creative and responsible solutions to reducing waste and inspiring the public to participate in a usually undesirable aspect of life (dealing with waste). You should be proud of your public JPA and the work it has done both for the county and the city, and as an example to other solid waste management entities throughout the state. Instead you are looking to cut, restructure, privatize, and otherwise degrade the most effective public entity the county has had since I have lived here. Rest assured, the public is watching how this moves forward.

Thank you for your consideration.



Craig S Strong

AUDITOR COPY

Claim ID: 6997

Page 1 of 1

Vendor R3 Consulting Group

1512 Eureka Road

Suite 220

Roseville

CA 95661

Special
Warrant
Routing

Vendor ID:

17054

PBSP Expense

Change of Address

Fund	Dept	Line	Proj	Amount	Description
422	421	20231		\$16,930.00	Consulting services
Total Claim:				\$16,930.00	

I HEREBY CERTIFY THE ARTICLES OR SERVICES DESCRIBED ON THE ATTACHED INVOICES WERE NECESSARY FOR USE BY THE DEPARTMENT AND HAVE BEEN RECEIVED, AND THAT NO PRIOR CLAIM FOR SAME HAS BEEN

3/6/2014

Claim Date

Signature of Department Head/Authorized Deputy

7.3

R3

R3 Consulting Group
1512 Eureka Road, Suite 220
Roseville, CA 95661
916-782-7821

INVOICE

Del Norte Solid Waste Management Authority
Attn: Tedd Ward
1700 State Street
Crescent City, CA 95531

Invoice number 7261
Date 01/31/2014

113042 Del Norte SWMA - Assessment
For Services Rendered up to February 12, 2014

Professional Fees

Consulting Work

	<u>Hours</u>	<u>Rate</u>	<u>Billed Amount</u>
Senior Associate			
Colin Wallace	81.00	155.00	12,555.00
Senior Manager			
Sam Chandler	25.00	175.00	4,375.00
Professional Fees subtotal	106.00		16,930.00
Total Invoice Amount Due			<u><u>16,930.00</u></u>

Vendor R3 Consulting Group
1512 Eureka Road
Suite 220

Roseville CA 95661

Vendor ID:

17054

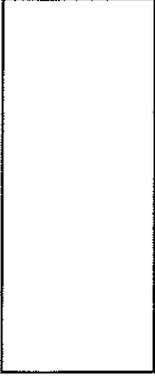
PBSP Expense

Change of Address

Special
Warrant
Routing

Claim ID: 6998
Page 1 of 1

AUDITOR COPY



Fund Dept Line Proj Amount Description

422 421 20231 \$8,068.75 Consulting services. Invoice 7281

Total Claim: \$8,068.75

I HEREBY CERTIFY THE ARTICLES OR SERVICES DESCRIBED ON THE ATTACHED INVOICES WERE NECESSARY FOR USE BY THE DEPARTMENT AND HAVE BEEN RECEIVED, AND THAT NO PRIOR CLAIM FOR SAME HAS BEEN

X

Signature of Department Head/Authorized Deputy

3/7/2014

Claim Date

J.F

R3

R3 Consulting Group
1512 Eureka Road, Suite 220
Roseville, CA 95661
916-782-7821

INVOICE

17054/20231

Del Norte Solid Waste Management Authority
Attn: Tedd Ward
1700 State Street
Crescent City, CA 95531

Invoice number 7281
Date 03/03/2014

113042 Del Norte SWMA - Assessment
For Services Rendered up to February 28, 2014

Professional Fees

Consulting Work

	<u>Hours</u>	<u>Rate</u>	<u>Billed Amount</u>
Senior Associate Colin Wallace	6.50	155.00	1,007.50 116.25
Subtotal	<u>6.50</u>		<u>1,123.75</u>
Principal William Schoen	34.00	185.00	6,290.00
Associate III David Pinter	0.50	135.00	67.50
Senior Manager Sam Chandler	3.00	175.00	525.00
Associate II Malia Grigsby	0.50	125.00	62.50
Professional Fees subtotal	<u>44.50</u>		<u>8,068.75</u>

Total Invoice Amount Due 8,068.75

ITEMIZED MONTHLY INVOICE STATEMENT

Task	Principal	Sr. Mgr	Associate III	Cost	Hours
	\$ 185.00	\$ 175.00	\$ 135.00		
1 Document Request, Review, and Kick-off Meeting					
1.1 Document Request and Review	0			\$ -	0
1.2 Kick-off Meeting / On-Site Review	0	0		\$ -	0
2 Assessment of Authority					
2.1 Cash Controls and Procedures				\$ -	0
2.2 Staffing Practices	4	12		\$ 2,840	16
2.3 Day-to-Day Operations	12	20		\$ 5,720	32
2.4 Director Position	4	8		\$ 2,140	12
2.5 Small Volume Transfer Station				\$ -	0
2.6 Organizational Structure	24	12		\$ 6,540	36
2.7 Potential Alternatives to the JPA	18	12	28	\$ 9,210	58
6 Reports and Presentations					
6.1 Draft Report	24	2		\$ 4,790	26
6.2 Final Report	12	0	0	\$ 2,220	12
Total Hours	98	66	28		192
Total Cost	\$ 18,130	\$ 11,550	\$ 3,780	\$ 33,460	

Expenses \$ -

Total Project Budget \$ 33,460

	Invoice Date			Total	
	Jan	Feb	Mar		
% complete	billings	% complete	billings	% complete	
15%	\$ 426	90%	\$ 2,130	100%	\$ 284
15%	\$ 858	90%	\$ 4,290	100%	\$ 572
20%	\$ 428	90%	\$ 1,498	100%	\$ 214
30%	\$ 1,962	90%	\$ 3,924	100%	\$ 654
27%	\$ 2,512	83%	\$ 5,088	100%	\$ 1,610
0%	\$ -	0%	\$ -	100%	\$ 4,790
0%	\$ -	0%	\$ -	0%	\$ -
	\$ 6,186		\$ 16,930		\$ 8,124
					\$ 31,240

Actual amount invoiced was \$8,068.75. Additional amount of \$55.25 will be included on Final Invoice

Remaining Project Budget \$ 2,220

Ordinance No. 2014-02

**AN ORDINANCE OF THE BOARD OF COMMISSIONERS OF THE
DEL NORTE SOLID WASTE MANAGEMENT AUTHORITY
REGARDING FLOW CONTROL AND FRANCHISES**

WHEREAS, the Del Norte Solid Waste Management Authority is a Joint Powers Authority of the City of Crescent City and the County of Del Norte formed in part to become the single local government agency responsible to comply with the requirements of the California Integrated Waste Management Act of 1989 and to manage the disposition of solid waste and other discards;

WHEREAS, it is necessary that the Authority direct the flow of necessary quantities of materials to appropriate facilities receiving and processing solid waste, recyclable commodities, and recoverable organic materials to assure the economic viability of such facilities and to collect revenues for other necessary aspects and programs of the integrated waste management system in Del Norte County;

WHEREAS, the United States Supreme Court has affirmed the right of local government agencies to adopt an integrate system approach with integrated system fees to create enhanced incentives for recycling and proper disposal of other wastes and to require that all waste be deposited at government owned facilities; AND

WHEREAS, both the City Council of the City of Crescent City and the Board of Supervisors of the County of Del Norte must review and approve this Ordinance as required by the First Amended Joint Powers Agreement.

NOW, THEREFORE, the Board of Commissioners of the Del Norte Solid Waste Management Authority, County of Del Norte, State of California, does hereby ordain as follows:

SECTION 1. RECITALS. The Recitals set forth above are true and correct and incorporated into this Ordinance.

SECTION 2. DEFINITIONS. The following definitions apply to this Ordinance:

- a. **Authority** means the Del Norte Solid Waste Management Authority.
- b. **Collector** means any business that disposes of solid waste, recyclables or organics as a necessary and incidental part of their business service.

- c. **Facility** means a location or site designed and appropriately permitted to receive solid waste for disposal, recyclables for marketing, or organics for processing.
- d. **Franchisee** means the person or business that has been granted a franchise for collection services by the Authority.
- e. **Hazardous Waste** means (1) all substances defined as hazardous waste, acutely hazardous waste, or extremely hazardous waste by California Health and Safety Code Sections 25110.02, 25114 and 25117, as amended, or in the Federal Resource and Recovery Act, 42 USC Section 6901 et seq., as amended; (2) all wastes that may present a threat of disease or infection to humans or animals; and (3) radioactive wastes.
- f. **Organics** means organic matter capable of being composted, including yard debris grass clippings, leaves, and food scraps.
- g. **Recyclables** means discarded materials separated for recovery such as glass, plastics, metals, and cardboard.
- h. **Solid Waste** means all nonhazardous solid and semisolid wastes that have been separated in preparation for disposal, including, but not limited to, garbage, trash, refuse, paper, rubbish, ashes, industrial wastes, construction and demolition wastes, abandoned vehicles and nonhazardous parts thereof, discarded home and industrial appliances.

(additional relevant definitions from DNSWMA Ord 2008-01:

- 2.01 **Collection or Collection Services** means using a vehicle for the hauling of Discards from one or more Premises and their transportation and delivery to an appropriately permitted facility to receive such Discards.
- 2.02 **Discards** means materials or products which are stored as no longer usable to the Generator but which are separated in preparation for Collection, as reusable products or components, as recyclable commodities, as Food Scraps, as organic materials, as Hazardous Waste, or as Solid Waste.
- 2.03 **Disposal** means the consolidation, transport, and disposition of Waste at an authorized Disposal Site.
- 2.04 **Disposal Site** means the authorized facility or facilities designated by the Authority for the transfer and ultimate Disposal of certain Waste by landfilling or other approved and regulated method(s).

- 2.05 Dwelling** means a space, structure or portion of a structure intended for use as a single residential unit, such as a house, apartment, condominium unit, hotel room, campground space, or mobile home park space.
- 2.06 Exclusive Franchise** means a privilege which is granted by the Authority to a specific corporation, business, or non-profit organization to provide specified Exclusive Collection Services for Discards within the Franchise Area and non-exclusive services to other areas.
- 2.07 Household Hazardous Waste** means Hazardous Waste and Universal Waste generated at a residence and includes, but is not limited to, automotive fluids, paints, varnishes, solvents, pesticides, fertilizers and batteries.
- 2.08 Multi-Family Dwelling Units (MFUs)** means all Dwelling units and complexes that have five (5) or more dwelling units located on a single parcel of land or administered as a single enterprise. Multi-family Dwelling Units include all apartment complexes, mobile home parks, multi-storied residential units, senior housing/care facilities, and condominium complexes not served by Residential curbside Discard Collection Services and programs.
- 2.09 Non-Residential** means any Premises with permits, structures or land improvements for commercial, industrial, governmental, or institutional activities or uses, and which does not include Dwellings.
- 2.10 Residential** means of, or relating to, a structure consisting of 1, 2, 3, or 4 dwelling units located on a single parcel of land or managed as a single Residential complex and/or commercial enterprise.
- 2.11 Universal Waste** means a hazardous waste identified as a listed universal waste and is exempt from hazardous waste management requirements and, therefore, are not fully regulated as hazardous waste, including but not limited to, fluorescent lights, dry cell batteries, products containing cathode ray tubes, consumer electronic devices, devices containing liquid mercury, and aerosol cans. (See CCR Title 22, section 66261.9)
- 2.12 Waste** means Discards which have been separated and stored in preparation for Disposal.)

SECTION 3. FLOW CONTROL: MANDATORY DISPOSITION OF SOLID WASTE, RECYCLABLES AND ORGANICS.

- a. **Solid Waste.** All Solid Waste collected in Del Norte County by a Franchisee or Collector must be delivered to the Facility designated by the Authority.
- b. **Recyclables.** All Recyclables collected in Del Norte County by a Franchisee or Collector must be delivered to the Facility designated by the Authority.
- c. **Organics.** All Organics collected in Del Norte County by a Franchisee or Collector must be delivered to the Facility designated by the Authority.
- d. **Government Agencies.** The following Persons shall be authorized to organize, direct or sponsor the Collection, Removal or transportation of Non-Residential Solid Waste within the County without a Franchise:
 - (a) The United States, the State of California, a special district or other local public agency, or any employee or member of the Armed Forces thereof, when collecting or transporting Discards generated on Premises administered by that agency or produced by the operation of the public agency under a system of Solid Waste Collection and transportation operated and maintained by the public agency, and
 - (b) Municipal Corporations and other governmental agencies when using their own agency vehicles to collect, transport or dispose of Discards, generated by that agency, within the County.
 - (c) Though such government agencies may collect and transport Discards from their agency's facilities and operations, such agencies shall direct all materials and products so collected to facilities within the County as designated by the Authority for processing, recovering, or disposing of the Discards.

SECTION 4. FRANCHISE REQUIRED FOR COLLECTIONS. Collecting or transporting Solid Waste, Recyclables, or Organics in Del Norte County for a fee by anyone other than a Franchisee is prohibited, except under the following circumstances:

- a. The Recyclables or Organics are generated at a commercial or government facility and are being collected for reuse or recycling at an appropriately permitted facility; or
- b. Hazardous Waste being collected by an appropriately permitted and licensed Hazardous Waste hauler to be delivered to a facility appropriately permitted to treat, dispose, or otherwise legally manage the Hazardous Waste.

- c. A Collector is transporting or disposing of Solid Waste or Recyclables as an incidental service to the primary service provided by the Collector.

SECTION 5. PROHIBITED ACTIVITIES

5.01 Collection and Transportation. Collecting or transporting Discards for a fee by anyone other than the Franchised Collector is prohibited, except under the following circumstances:

- (a) The Discards collected are generated at a commercial or government facility as Recoverable Materials and are being collected for reuse or recycling at an appropriately permitted facility; or
- (b) The Discards being collected are Hazardous Wastes being collected by an appropriately permitted and licensed Hazardous Waste hauler to be delivered to a facility appropriately permitted to treat, dispose of or otherwise legally manage such Hazardous Wastes.

5.02 Prohibited Materials. No Person shall place the following materials in a Discards container: untreated human biosolids, liquids, Hazardous Waste or Household Hazardous Waste, Universal Wastes, electronic wastes, batteries of any kind, needles or Sharps, untreated medical or infectious wastes, or any product or material that has been banned from Disposal as municipal solid waste by any division of the California Environmental Protection Agency, including the Department of Toxic Substances Control and the California Department of Resources Recycling and Recovery (CalRecycle). Notwithstanding the foregoing, materials collected under the terms of the Franchise or through an Authority sponsored event may be transported and/or placed for Collection in the appropriate container(s) provided or as described in public information approved and/or distributed by the Authority.

SECTION 6. EXCLUSIVITY OF FRANCHISE. The following services are exclusive franchise services:

- a. All containerized Solid Waste collection;
- b. All containerized mixed Recyclables collection wherein three (3) or more Recyclables are placed into a single container for collection; and
- c. All containerized Organics collection.

6.01 Exclusivity of Franchise. Except as otherwise specifically provided in this Ordinance, no Person shall collect Solid Waste or Residential Recyclables within the County of Del Norte without having first been awarded a Solid Waste or Recyclables Franchise and entering into a Franchise agreement with the Board. Such Franchise shall be in addition to any business license or permit otherwise required by the City of Crescent City or the County of Del Norte. The Franchisee shall comply with all of the requirements of this Ordinance. No permit issued by any other governmental agency

authorizing Collection of Solid Waste or Residential Recyclables shall be valid in the County, unless the permit holder has entered into a Franchise Collection agreement with the Authority.

6.02 Franchise Award. In the sole discretion of the Board, Solid Waste and Recyclables Franchises may be awarded on an exclusive basis, with or without competitive proposals or bidding, and may relate to any class or type of Solid Waste and Recyclables within all or part of the County.

6.03 Franchise Collection Rates. The Board may, by resolution or an approved Franchise agreement, establish or place a limit on the rates, fees and charges (collectively, "rates") Collectors may charge to Responsible Parties for the Collection of Solid Waste and Recyclables. No Collector shall charge any rate which is greater than the maximum established or permitted by the Board.

6.04 Franchise Fees. Each Collector awarded a Franchise shall pay a yearly fee in an amount to be determined by resolution of the Board or as stated in the Franchise agreement.

6.05 Resolution of Conflicts. In the event of any conflict between the provisions of a Franchise agreement which is authorized and approved by the Board and the provisions of this Ordinance, the provisions of the Franchise agreement shall control.

6.06 Transfer of Franchise. A Franchise issued under this Ordinance shall not be transferred, sold, assigned, relinquished, or delegated to another Person without the approval of the Board. This restriction includes the transfer of ownership of the Franchisee or the conveyance of the Franchisee's stock to a new controlling interest.

6.07 Extension of Franchise. The Board and Franchisee may mutually agree to extend the Franchise term on such terms and rates as the parties may agree. Nothing contained in this provision or in this article shall obligate the Board to extend the term of any Franchise.

6.08 Use of Containers. No Person(s) other than the Tenants whose Responsible Party has contracted or arranged for service with a Collector, or a Person with the Responsible Party's consent, shall deposit any materials whatsoever into any Discard container on such Premises.

6.09 Ownership of Recyclable Materials. Recyclable Materials lawfully deposited in or near bins or containers for the Collection of Recyclables shall become the property of the Collector upon deposit in any such container.

6.10 Tenant Exemption. Nothing in this section shall prevent any Tenant from collecting, transporting, and recycling or disposing of Discards generated by that tenant's household.

SECTION 7. SEVERABILITY. If any section, subsection, subdivision, sentence, clause, phrase or portion of this Ordinance is for any reason held to be invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this Ordinance. The Authority hereby declares that it would have adopted this Ordinance, and each section, subsection, subdivision, sentence, clause, phrase, or portion thereof, irrespective of the fact that any one or more sections, subsections, subdivisions, sentences, clauses, phrases, or portions thereof, are declared invalid or unconstitutional.

SECTION 8. PUBLICATION. The Director of the Authority shall cause this Ordinance, or a summary thereof, along with the names of the commissioners voting for and against said ordinance, to be published once within fifteen (15) days after its passage in a newspaper of general circulation in the County of Del Norte in accordance with Govt. Code Section 36933.

SECTION 9. EFFECTIVE DATE. This Ordinance will become effective thirty (30) days after its final adoption.

INTRODUCED at the regular meeting of the Board of Commissioners of the Del Norte Solid Waste Management Authority on _____, 2014 on a motion by commissioner _____ and seconded by commissioner _____.

APPROVED by the Board of Supervisors for the County of Del Norte on the ___ day of _____, 2014 by the following polled vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

ATTEST:

David Finigan, Chair

Antoinette Self, Clerk of the Board

APPROVED by the City Council for the City of Crescent City on the ___ day of _____, 2014 by the following polled vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

ATTEST:

Rick Holley, Mayor

Robin Patch, City Clerk

PASSED, APPROVED AND ADOPTED at the regular meeting of the Board of Commissioners of the Del Norte Solid Waste Management Authority on the ___ day of _____, 2014 by the following polled vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

ATTEST:

Roger Gitlin, Chair

Rick Holley, Clerk of the Board

APPROVED AS TO FORM:

Martha D. Rice, Legal Counsel

Ordinance No. 2014-02

**AN ORDINANCE OF THE BOARD OF COMMISSIONERS OF THE
DEL NORTE SOLID WASTE MANAGEMENT AUTHORITY
REGARDING FLOW CONTROL AND FRANCHISES**

WHEREAS, the Del Norte Solid Waste Management Authority is a Joint Powers Authority of the City of Crescent City and the County of Del Norte formed in part to become the single local government agency responsible to comply with the requirements of the California Integrated Waste Management Act of 1989 and to manage the disposition of solid waste and other discards;

WHEREAS, it is necessary that the Authority direct the flow of necessary quantities of materials to appropriate facilities receiving and processing solid waste, recyclable commodities, and recoverable organic materials to assure the economic viability of such facilities and to collect revenues for other necessary aspects and programs of the integrated waste management system in Del Norte County;

WHEREAS, the United States Supreme Court has affirmed the right of local government agencies to adopt an integrate system approach with integrated system fees to create enhanced incentives for recycling and proper disposal of other wastes and to require that all waste be deposited at government owned facilities; AND

WHEREAS, both the City Council of the City of Crescent City and the Board of Supervisors of the County of Del Norte must review and approve this Ordinance as required by the First Amended Joint Powers Agreement.

NOW, THEREFORE, the Board of Commissioners of the Del Norte Solid Waste Management Authority, County of Del Norte, State of California, does hereby ordain as follows:

SECTION 1. RECITALS. The Recitals set forth above are true and correct and incorporated into this Ordinance.

SECTION 2. DEFINITIONS. The following definitions apply to this Ordinance:

- a. **Authority** means the Del Norte Solid Waste Management Authority.
- b. **Collector** means any business that disposes of solid waste, recyclables or organics as a necessary and incidental part of their business service.

- c. **Facility** means a location or site designed and appropriately permitted to receive solid waste for disposal, recyclables for marketing, or organics for processing.
- d. **Franchisee** means the person or business that has been granted a franchise for collection services by the Authority.
- e. **Hazardous Waste** means (1) all substances defined as hazardous waste, acutely hazardous waste, or extremely hazardous waste by California Health and Safety Code Sections 25110.02, 25114 and 25117, as amended, or in the Federal Resource and Recovery Act, 42 USC Section 6901 et seq., as amended; (2) all wastes that may present a threat of disease or infection to humans or animals; and (3) radioactive wastes.
- f. **Organics** means organic matter capable of being composted, including yard debris grass clippings, leaves, and food scraps.
- g. **Recyclables** means discarded materials separated for recovery such as glass, plastics, metals, and cardboard.
- h. **Solid Waste** means all nonhazardous solid and semisolid wastes that have been separated in preparation for disposal, including, but not limited to, garbage, trash, refuse, paper, rubbish, ashes, industrial wastes, construction and demolition wastes, abandoned vehicles and nonhazardous parts thereof, discarded home and industrial appliances,

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(additional relevant definitions from DNSWMA Ord 2008-01:

2.01 Collection or Collection Services means using a vehicle for the hauling of Discards from one or more Premises and their transportation and delivery to an appropriately permitted facility to receive such Discards.

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2.02 Discards means materials or products which are stored as no longer usable to the Generator but which are separated in preparation for Collection, as reusable products or components, as recyclable commodities, as Food Scraps, as organic materials, as Hazardous Waste, or as Solid Waste.

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2.03 Disposal means the consolidation, transport, and disposition of Waste at an authorized Disposal Site.

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2.04 Disposal Site means the authorized facility or facilities designated by the Authority for the transfer and ultimate Disposal of certain Waste by landfilling or other approved and regulated method(s).

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2.05 Dwelling means a space, structure or portion of a structure intended for use as a single residential unit, such as a house, apartment, condominium unit, hotel room, campground space, or mobile home park space.

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2.06 Exclusive Franchise means a privilege which is granted by the Authority to a specific corporation, business, or non-profit organization to provide specified Exclusive Collection Services for Discards within the Franchise Area and non-exclusive services to other areas.

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2.07 Household Hazardous Waste means Hazardous Waste and Universal Waste generated at a residence and includes, but is not limited to, automotive fluids, paints, varnishes, solvents, pesticides, fertilizers and batteries.

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2.08 Multi-Family Dwelling Units (MFUs) means all Dwelling units and complexes that have five (5) or more dwelling units located on a single parcel of land or administered as a single enterprise. Multi-family Dwelling Units include all apartment complexes, mobile home parks, multi-storied residential units, senior housing/care facilities, and condominium complexes not served by Residential curbside Discard Collection Services and programs.

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2.09 Non-Residential means any Premises with permits, structures or land improvements for commercial, industrial, governmental, or institutional activities or uses, and which does not include Dwellings.

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2.10 Residential means of, or relating to, a structure consisting of 1, 2, 3, or 4 dwelling units located on a single parcel of land or managed as a single Residential complex and/or commercial enterprise.

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2.11 Universal Waste means a hazardous waste identified as a listed universal waste and is exempt from hazardous waste management requirements and, therefore, are not fully regulated as hazardous waste, including but not limited to, fluorescent lights, dry cell batteries, products containing cathode ray tubes, consumer electronic devices, devices containing liquid mercury, and aerosol cans. (See CCR Title 22, section 66261.9)

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2.12 Waste means Discards which have been separated and stored in preparation for Disposal.)

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SECTION 3. FLOW CONTROL: MANDATORY DISPOSITION OF SOLID WASTE, RECYCLABLES AND ORGANICS.

- a. **Solid Waste.** All Solid Waste collected in Del Norte County by a Franchisee or Collector must be delivered to the Facility designated by the Authority.
- b. **Recyclables.** All Recyclables collected in Del Norte County by a Franchisee or Collector must be delivered to the Facility designated by the Authority.
- c. **Organics.** All Organics collected in Del Norte County by a Franchisee or Collector must be delivered to the Facility designated by the Authority.

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d. Government Agencies. The following Persons shall be authorized to organize, direct or sponsor the Collection, Removal or transportation of Non-Residential Solid Waste within the County without a Franchise:

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- (a) The United States, the State of California, a special district or other local public agency, or any employee or member of the Armed Forces thereof, when collecting or transporting Discards generated on Premises administered by that agency or produced by the operation of the public agency under a system of Solid Waste Collection and transportation operated and maintained by the public agency, and
- (b) Municipal Corporations and other governmental agencies when using their own agency vehicles to collect, transport or dispose of Discards, generated by that agency, within the County.
- (c) Though such government agencies may collect and transport Discards from their agency's facilities and operations, such agencies shall direct all materials and products so collected to facilities within the County as designated by the Authority for processing, recovering, or disposing of the Discards.

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SECTION 4. FRANCHISE REQUIRED FOR COLLECTIONS. Collecting or transporting Solid Waste, Recyclables, or Organics in Del Norte County for a fee by anyone other than a Franchisee is prohibited, except under the following circumstances:

- a. The Recyclables or Organics are generated at a commercial or government facility and are being collected for reuse or recycling at an appropriately permitted facility; or
- b. Hazardous Waste being collected by an appropriately permitted and licensed Hazardous Waste hauler to be delivered to a facility appropriately permitted to treat, dispose, or otherwise legally manage the Hazardous Waste.

- c. A Collector is transporting or disposing of Solid Waste or Recyclables as an incidental service to the primary service provided by the Collector.

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SECTION 5. PROHIBITED ACTIVITIES

5.01 Collection and Transportation. Collecting or transporting Discards for a fee by anyone other than the Franchised Collector is prohibited, except under the following circumstances:

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- (a) The Discards collected are generated at a commercial or government facility as Recoverable Materials and are being collected for reuse or recycling at an appropriately permitted facility; or
- (b) The Discards being collected are Hazardous Wastes being collected by an appropriately permitted and licensed Hazardous Waste hauler to be delivered to a facility appropriately permitted to treat, dispose of or otherwise legally manage such Hazardous Wastes.

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5.02 Prohibited Materials. No Person shall place the following materials in a Discards container: untreated human biosolids, liquids, Hazardous Waste or Household Hazardous Waste, Universal Wastes, electronic wastes, batteries of any kind, needles or Sharps, untreated medical or infectious wastes, or any product or material that has been banned from Disposal as municipal solid waste by any division of the California Environmental Protection Agency, including the Department of Toxic Substances Control and the California Department of Resources Recycling and Recovery (CalRecycle). Notwithstanding the foregoing, materials collected under the terms of the Franchise or through an Authority sponsored event may be transported and/or placed for Collection in the appropriate container(s) provided or as described in public information approved and/or distributed by the Authority.

SECTION 6. EXCLUSIVITY OF FRANCHISE. The following services are exclusive franchise services:

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- a. All containerized Solid Waste collection;
- b. All containerized mixed Recyclables collection wherein three (3) or more Recyclables are placed into a single container for collection; and
- c. All containerized Organics collection.

6.01 Exclusivity of Franchise. Except as otherwise specifically provided in this Ordinance, no Person shall collect Solid Waste or Residential Recyclables within the County of Del Norte without having first been awarded a Solid Waste or Recyclables Franchise and entering into a Franchise agreement with the Board. Such Franchise shall be in addition to any business license or permit otherwise required by the City of Crescent City or the County of Del Norte. The Franchisee shall comply with all of the requirements of this Ordinance. No permit issued by any other governmental agency

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authorizing Collection of Solid Waste or Residential Recyclables shall be valid in the County, unless the permit holder has entered into a Franchise Collection agreement with the Authority.

6.02 Franchise Award. In the sole discretion of the Board, Solid Waste and Recyclables Franchises may be awarded on an exclusive basis, with or without competitive proposals or bidding, and may relate to any class or type of Solid Waste and Recyclables within all or part of the County.

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6.03 Franchise Collection Rates. The Board may, by resolution or an approved Franchise agreement, establish or place a limit on the rates, fees and charges (collectively, "rates") Collectors may charge to Responsible Parties for the Collection of Solid Waste and Recyclables. No Collector shall charge any rate which is greater than the maximum established or permitted by the Board.

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6.04 Franchise Fees. Each Collector awarded a Franchise shall pay a yearly fee in an amount to be determined by resolution of the Board or as stated in the Franchise agreement.

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6.05 Resolution of Conflicts. In the event of any conflict between the provisions of a Franchise agreement which is authorized and approved by the Board and the provisions of this Ordinance, the provisions of the Franchise agreement shall control.

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6.06 Transfer of Franchise. A Franchise issued under this Ordinance shall not be transferred, sold, assigned, relinquished, or delegated to another Person without the approval of the Board. This restriction includes the transfer of ownership of the Franchisee or the conveyance of the Franchisee's stock to a new controlling interest.

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6.07 Extension of Franchise. The Board and Franchisee may mutually agree to extend the Franchise term on such terms and rates as the parties may agree. Nothing contained in this provision or in this article shall obligate the Board to extend the term of any Franchise.

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6.08 Use of Containers. No Person(s) other than the Tenants whose Responsible Party has contracted or arranged for service with a Collector, or a Person with the Responsible Party's consent, shall deposit any materials whatsoever into any Discard container on such Premises.

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6.09 Ownership of Recyclable Materials. Recyclable Materials lawfully deposited in or near bins or containers for the Collection of Recyclables shall become the property of the Collector upon deposit in any such container.

6.10 Tenant Exemption. Nothing in this section shall prevent any Tenant from collecting, transporting, and recycling or disposing of Discards generated by that tenant's household.

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SECTION 7, SEVERABILITY. If any section, subsection, subdivision, sentence, clause, phrase or portion of this Ordinance is for any reason held to be invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision will not affect the validity of the remaining portions of this Ordinance. The Authority hereby declares that it would have adopted this Ordinance, and each section, subsection, subdivision, sentence, clause, phrase, or portion thereof, irrespective of the fact that any one or more sections, subsections, subdivisions, sentences, clauses, phrases, or portions thereof, are declared invalid or unconstitutional.

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SECTION 8, PUBLICATION. The Director of the Authority shall cause this Ordinance, or a summary thereof, along with the names of the commissioners voting for and against said ordinance, to be published once within fifteen (15) days after its passage in a newspaper of general circulation in the County of Del Norte in accordance with Govt. Code Section 36933.

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SECTION 9, EFFECTIVE DATE. This Ordinance will become effective thirty (30) days after its final adoption.

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INTRODUCED at the regular meeting of the Board of Commissioners of the Del Norte Solid Waste Management Authority on _____, 2014 on a motion by commissioner _____ and seconded by commissioner _____.

APPROVED by the Board of Supervisors for the County of Del Norte on the ___ day of _____, 2014 by the following polled vote:

- AYES:
- NOES:
- ABSENT:
- ABSTAIN:

ATTEST:

David Finigan, Chair

Antoinette Self, Clerk of the Board

APPROVED by the City Council for the City of Crescent City on the ___ day of _____, 2014 by the following polled vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

ATTEST:

Rick Holley, Mayor

Robin Patch, City Clerk

PASSED, APPROVED AND ADOPTED at the regular meeting of the Board of Commissioners of the Del Norte Solid Waste Management Authority on the ___ day of _____, 2014 by the following polled vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

ATTEST:

Roger Gitlin, Chair

Rick Holley, Clerk of the Board

APPROVED AS TO FORM:

Martha D. Rice, Legal Counsel



Del Norte Solid Waste Management Authority

1700 State Street, Crescent City, CA 95531
 Phone (707) 465-1100 Fax (707) 465-1300

Staff Report

Date: 04 March 2014
To: Commissioners of the Del Norte Solid Waste Management Authority
From: Tedd Ward, Program Manager
Subject: Nominees for 2013 Green Ribbon Awards

Summary/Recommendations:

That the Board review and amend, edit, or approve the list of Nominees, and direct staff to prepare Green Ribbon Awards for each Nominee and invite appropriate representative to the Youth and Family Fair to receive their awards at the Del Norte County Fairgrounds on Saturday, April 26th from 11 to 2 PM. Staff also recommends that the Chair or some other Commissioner present the awards at this event, or that the Acting Director be designated to do so. The list of nominees that follows is intended as a draft and all suggestions by Commissioners would be welcome.

Background:

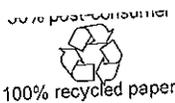
The Authority has presented Green Ribbon awards to individuals, businesses, and organizations who have made extraordinary efforts to reduce waste and promote resource conservation in Del Norte County for many years. The last time these were issued was in 2011. The Green Ribbon awards are the only environmental recognition awards issued by any local government agency in the County. Staff encourages each Commissioner to suggest additional nominees for Green Ribbon awards in recognition of the many efforts by members of our community to expand and promote waste prevention, reuse, recycling, composting and blight abatement.

Staff Suggestions:

The following table indicates the reasons for recommending each recipient.

Category	Suggestions	Reason
Outstanding Reuse & Repair Service	Del Norte Child Care Council	For continuing their Toy Lending Library giving new life to toys while reducing waste and helping families in need.

7.6



Category	Suggestions	Reason
Outstanding Community Cleanup Effort:	Take A Bite Out of Blight Program Our Daily Bread Ministries WalMart	For substantial cleanup efforts to reduce blight in several Del Norte County locations in 2013.
Most Organics Donated in 2013	Hambro / WSG Wes White Joel Wallen	For the donation and delivery of ___cubic yards of 'dirty fines' and other organic materials for use in erosion and drainage control at the Crescent City Landfill.
Outstanding Education Service or Program	Del Norte County School District Debra Kravitz	For outstanding efforts to dramatically expand reuse, recycling, and composting throughout the district, resulting in an annual savings of \$_____.
Most Tons Recycled in 2013	Julindra Recycling Jordan Kekry	For continuing to be the only Buy-Back center in Del Norte County for beverage containers, for processing all materials collected in the curbside recycling program and all of the community drop-off recycling sites.
Outstanding Product TakeBack	Crescent Ace Hardware	For recycling nearly ___ pounds of household batteries in 2013, more than any other retail take back location in Del Norte County.
Outstanding Producer Responsibility Program	Hambro / WSG PaintCare	For establishing a recovery program for all architectural coatings available every day the Transfer Station is open.
Outstanding Business Effort to Improve the Environment	Organic Essence	For continuing their creative and innovative efforts to use compostable, degradeable and environmentally safe packaging for their organic cosmetic products, which are sold and marketed internationally.