

Draft Report

Assessment of the Del Norte Solid Waste Management Authority



Submitted to:

**Del Norte Solid Waste Management
Authority**



February 19, 2014

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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 contractors 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).

- 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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Assessment of the Del Norte Solid Waste Management Authority

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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Assessment of the Del Norte Solid Waste Management Authority

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Appendix A

CalRecycle Approved Regional Agency Members

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Regional Agency Members

[Geographic Area Descriptions](#)

<u>REGIONAL AGENCY NAME</u>	<u>JURISDICTION NAME</u>	<u>YEAR JOINED</u>	<u>YEAR LEFT</u>
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
	Sutter Creek	1997	Present
Butte County Regional Waste Management Authority (Active)	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
Central Contra Costa Solid Waste Authority (CCCSWA) (Active)	Danville	2009	Present
	Lafayette	2009	Present
	Moraga	2009	Present
	Orinda	2009	Present
	Walnut Creek	2009	Present
Colusa County Regional Agency (Active)	Colusa	1995	Present
	Colusa-Unincorporated	1995	Present
	Williams	1995	Present
Consolidated Waste Management Authority (Active)	Dinuba	1997	Present
	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
	Calexico	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

Local Government Central, <http://www.calrecycle.ca.gov/LGCentral/>
Contact: LAMD@calrecycle.ca.gov, (916) 341-6199

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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.
- Diversions 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 <p style="text-align: right; font-size: 2em;">22 %</p>		<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, CRRRA, 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 and coordinating as needed with State agencies, 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, CRRRA, 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

- **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.**

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:

- 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 for 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](#)

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

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

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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 County

2012	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
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)

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CalRecycle Contact: [Beatrice Poroli](#)

Phone Number: (916) 341-6411

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[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	<input type="button" value="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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County: Del Norte

Enforcement Agent: County of Del Norte

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

Land Owner: Del Norte County

2010	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
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06/11/2010	12/06/2010	LEA Periodic		
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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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County: Del Norte

Enforcement Agent: County of Del Norte

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

Land Owner: Del Norte County

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
10/09/2009	10/15/2009	LEA Periodic		No Violations or Areas of Concern reported
08/26/2009	08/28/2009	LEA Periodic		No Violations or Areas of Concern reported
06/02/2009	06/05/2009	LEA Periodic	20790-Leachate Control	Areas of Concern
03/05/2009	03/11/2009	LEA Periodic	21150-Drainage and Erosion Control 20790-Leachate Control	Areas of Concern Areas of Concern
02/09/2009	02/18/2009	LEA Periodic	21150-Drainage and Erosion Control	Areas of Concern

[Inspections Data Dictionary](#)

Last updated: Data updated continuously.



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

[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.

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
12/17/2013	12/20/2013	LEA Periodic		No Violations or Areas of Concern reported
11/22/2013	11/25/2013	LEA Periodic		No Violations or Areas of Concern reported
10/30/2013	10/31/2013	LEA Periodic		No Violations or Areas of Concern reported
09/23/2013	09/23/2013	LEA Periodic		No Violations or Areas of Concern reported
08/19/2013	08/19/2013	LEA Periodic		No Violations or Areas of Concern reported
07/30/2013	07/30/2013	LEA Periodic		No Violations or Areas of Concern reported
06/28/2013	06/28/2013	LEA Periodic		No Violations or Areas of Concern reported
05/23/2013	05/23/2013	LEA Periodic		No Violations or Areas of Concern reported
04/30/2013	05/07/2013	LEA Periodic		No Violations or Areas of Concern reported
04/30/2013	05/28/2013	CalRecycle Focused		No Violations or Areas of Concern reported
03/12/2013	04/19/2013	LEA Periodic		No Violations or Areas of Concern reported
02/01/2013	03/18/2013	LEA Periodic		No Violations or Areas of Concern reported
01/30/2013	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](#)

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
12/07/2012	01/08/2013	LEA Periodic		No Violations or Areas of Concern reported
11/06/2012	12/05/2012	LEA Periodic		No Violations or Areas of Concern reported
10/26/2012	12/05/2012	LEA Periodic		No Violations or Areas of Concern reported
09/20/2012	10/08/2012	LEA Periodic		No Violations or Areas of Concern reported
08/27/2012	10/08/2012	LEA Periodic		No Violations or Areas of Concern reported
07/30/2012	08/28/2012	LEA Periodic		No Violations or Areas of Concern reported
06/28/2012	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
05/10/2012	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
04/19/2012	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
03/19/2012	07/06/2012	LEA Periodic		No Violations or Areas of Concern reported
02/24/2012	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
01/31/2012	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
01/24/2012	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](#)

Phone Number: (916) 341-6411

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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.

2011

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
12/27/2011	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
11/09/2011	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
10/25/2011	02/01/2012	LEA Periodic		No Violations or Areas of Concern reported
09/29/2011	02/01/2012	LEA Periodic		No Violations or Areas of Concern reported
08/30/2011	09/22/2011	LEA Periodic		No Violations or Areas of Concern reported
07/15/2011	08/16/2011	LEA Periodic		No Violations or Areas of Concern reported
06/10/2011	06/22/2011	LEA Periodic		No Violations or Areas of Concern reported
05/26/2011	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
04/28/2011	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
03/23/2011	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
02/10/2011	06/21/2011	LEA Periodic		No Violations or Areas of Concern reported
01/03/2011	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](#)

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.

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
12/14/2010	01/06/2011	LEA Periodic		No Violations or Areas of Concern reported
12/14/2010	02/02/2011	LEA Periodic		No Violations or Areas of Concern reported
11/03/2010	02/02/2011	LEA Periodic		No Violations or Areas of Concern reported
11/03/2010	12/02/2010	CalRecycle Focused		No Violations or Areas of Concern reported
11/03/2010	02/02/2011	LEA Periodic		No Violations or Areas of Concern reported
10/15/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
09/18/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
08/17/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
07/14/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
06/10/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
05/04/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
04/15/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
04/15/2010	06/07/2010	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](#)

Phone Number: (916) 341-6411

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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 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
11/10/2009	11/12/2009	LEA Periodic		No Violations or Areas of Concern reported
10/08/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
09/21/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
08/24/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
07/27/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
06/18/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
05/14/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
04/09/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
03/09/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
02/09/2009	02/13/2009	LEA Periodic		No Violations or Areas of Concern reported

[Inspections Data Dictionary](#)

Last updated: Data updated continuously.



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

[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: 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)

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

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



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2011

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



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2010

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

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



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07/01/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
04/16/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
02/02/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported

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2013

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

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<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



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Inspection Date	CalRecyle Received	Inspection Program	Regulation	Areas of Concern/Violations
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11/18/2010	01/05/2011	LEA Periodic		No Violations or Areas of Concern reported
11/18/2010	01/06/2011	LEA Periodic		No Violations or Areas of Concern reported
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08/18/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
07/02/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
06/23/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
05/13/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
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04/15/2010	06/23/2010	LEA Periodic		No Violations or Areas of Concern reported
03/17/2010	06/23/2010	LEA Periodic		No Violations or Areas of Concern reported



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07/07/2009	07/13/2009	LEA Periodic		No Violations or Areas of Concern reported
04/17/2009	04/22/2009	LEA Periodic	17408.1-Litter Control	Areas of Concern
02/04/2009	02/11/2009	LEA Periodic	17408.1-Litter Control	Areas of Concern

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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 objectives, 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