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Assessment of the Del Norte Solid Waste Management Authority

Submitted to:

Del Norte Solid Waste Management Authority

March 21, 2014

R3 Consulting Group, Inc.
Resources, Respect, Responsibility

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 review.

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Executive Summary

The Del Norte Solid Waste Management Authority (DNSWMA or Authority) is the most effective entity for managing solid waste in Del Norte County. 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 realize economies of scale on a number of levels. It is unlikely that any reasonable alternative structure to the JPA would result in a significantly lower cost to the ratepayers, if any, for a similar level of management oversight. There is, however, opportunity and potential to restructure how the Authority functions to provide for more efficient and cost effective use of staff and other resources.

While the Authority is the most effective entity for managing solid waste in the County it has few documented objective standards to serve as a basis for directing the Authority's long term 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 long range strategic priorities are (e.g., developing cutting edge programs, achieving a diversion rate consistent with the State's 2020 75 percent diversion goal,[1] increase diversion by 10 percent by 2020, maintain current diversion rate and existing programs and services, reduce costs, etc.).

Authority management staff develop annual Work Priorities (see Appendix A for the Fiscal Year 2013-2014 Work Priorities) which are regularly reviewed by Authority Commissioners and that provide a general framework for organizing short term and ongoing management and staff activities. However, those annual priorities are developed without the benefit of clearly defined long range strategic priorities and associated goals and objectives. While Authority Commissioners have input on the annual Work Priorities that are established, they too are faced with providing such input without clear long range goals and objectives that are consistent from Board to Board over time.

We recommend that the Authority not be disbanded and continue to serve as the primary agency responsible for managing solid waste in the County. We also suggest that now is an appropriate time for the Commissioners to set a clear direction for the Authority over the next 5 to 10 years, clearly establish short,

[1] The Authority's 2012 State reported diversion rate was 55 percent.

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medium and long range goals and objectives and determine appropriate management and administrative staffing levels to support the long range goals and objectives that are established.

We also suggest that the Authority Commissioners and 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 short, medium and long range goals and objectives that are established.

For this project, R3 was tasked with answering a specific set of questions that the Authority identified. While there were a number of questions specific to Staffing and the Executive Director Position, the question: *"What are appropriate management and administrative staffing levels for the Authority"* was not specifically asked and regardless cannot be definitively answered that at this point. The appropriate level of management and administrative staffing levels for the Authority is dictated in part by what it is the Authority wants to accomplish over the next 5 to 10 years and beyond. Given that such specific medium and long range goals and objectives have not been clearly established we offer the following possible staffing scenarios. There are various other staffing scenarios that the Authority could also consider. Which option is best depends in part on the long range solid waste management goals and objectives that the Authority establishes, as well as staffing related policy goals. Regardless of which option is ultimately selected, available opportunities to restructure how the Authority functions to provide for more efficient and cost effective use of staff and other resources should be pursued.

Option #1 Maintain Current Management and Administrative Staffing Levels

Based on our analysis and professional judgment this level of staffing provides management capacity sufficient to support a high level of solid waste management related activities well above simply maintaining current programs and services (e.g., continued involvement with Extended Producer Responsibility at the State level, significant active development of new and/or cutting edge programs and/or facilities to increase diversion etc.). If the Authority determines that its long range objectives are more modest (e.g., maintaining its current diversion level and existing programs and services), we suggest that it does not need to staff both an Executive Director and Program Manager position.

Option #2 Reduce Management and Administration Staffing Levels to Support Status Quo

If the Authority's overall goal is to maintain regulatory compliance and existing programs and services (e.g., generally maintain the status quo), but otherwise focus on opportunities for cost savings, which was expressed as a general goal by a number of the Commissioners, we suggest that:

- The Executive Director and Program Manager positions be combined into a single full time Solid Waste Manager position. That position would assume the current responsibilities of those two separate positions. Based on our review, we believe that such a consolidation of responsibilities could be effectively achieved, although prior to doing so the Authority should review the job responsibilities of both of those positions, eliminate or defer non-essential tasks and delegate certain other required tasks to administrative staff, the County and/or Recology and Hambro/WSG (Hambro) where that can be done effectively to the benefit of the Authority.
- Combine the Administrative Assistant and Account Clerk 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 the 0.5 FTE Refuse Site Position which has been cross trained and is working out of class to assist with accounting and administrative duties and provide staff, vacation and sick coverage.[2,3]

[2] We would expect that this current part time position, or if necessary expanded to a full-time position with appropriate qualified staff, could provide any necessary technical support to the Solid Waste Manager, administrative support to the Management Analyst and provide staff, vacation and sick coverage, with result being a reduction from the current 4.5 FTE management and administrative positions to no more than 3.0 FTE management and administrative positions.

[3] While the issue of cash controls was removed from our scope of work, based on R3 project team staffs experience with similar issues in other JPAs we believe that our recommendation is viable without any reduced cash controls. This assumes that the Authority establishes and follows appropriate policies and procedures as discussed in Question # 2c.

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Option #3 Contract the Executive Director Position

Same as Option #2, however the new Solid Waste Manager position would be a contract employee. This is not necessarily a potential cost issue as much as a staffing policy issue.

Option #4 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 three options.

Note: The recent court action (*Costa Mesa City Employees Assn' v. City of Costa Mesa*) raises the question of whether this option is legally permissible. We are not attorneys and cannot provide a legal opinion however we question whether the Costa Mesa decision applies to the Authority's pursuit of this option given the particulars of that case. Should the Authority wish to consider this option further it may wish to conduct additional legal review.

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.

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 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

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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 as that related to developing the Del Norte Transfer Station and closing the Crescent City Landfill. It is also clear that the Authority 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.[4] 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 has closed the Crescent City Landfill and constructed the DNSWA transfer station and has met its regulatory compliance requirements, Board Commissioners and others have raised questions 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 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

[4] Source: Institute for Local Self-Reliance.

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;
    - 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 various other solid waste JPA's in California.

- 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. A copy of comments received at that meeting is included in Appendix B.

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.

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.[5] According to CalRecycle, there are twenty-eight approved regional agencies established throughout California (Appendix C). In addition, there

[5] 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:[6]

Group One: AB 939 JPAs – JPAs that primarily address the planning, implementation and/or reporting requirements mandated by AB 939, 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 AB 939 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 AB 939 (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

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

approved regional agencies. Of the 23 counties in the State with 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 or have responsibility for the management of closed landfills. 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.[7]

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 more consistent with the staffing levels in JPAs serving 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

[7] This comparison is only specific to the fact that both agencies own facilities and have responsibility/liability for closed landfills.

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

While the staffing levels of the Authority are more consistent with those in the larger JPA's discussed above, it is important to note that the Authority oversees the operation of the scale houses and scale house employees at its transfer stations. The above referenced JPA's do not have such staffing oversight responsibilities. For this reason, as well as others, the above comparisons should be considered for informational purposes only and are not intended to serve as any basis for assessing the reasonableness of the Authority's staffing levels. Any such assessment should be based on actual requirements and Board-established goals and objectives, rather than such general comparisons.

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.[9]

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.

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

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

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.

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.

Question:

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

Answer:

No. Given that the elimination of the JPA would require the City and County to independently assume the associated responsibilities it is unlikely that any reasonable alternative structure to the JPA would result in a lower cost to the ratepayers, if any, for a similar level of management oversight

Note: In terms of the total system revenue requirement associated with solid waste and recycling services in the County, Recology's expenses account for approximately 60 percent of the total revenue requirement, Hambro expenses account for approximately 26 percent and the Authority's expenses account for approximately 14 percent.

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Analysis:

While eliminating the Authority would allow the portion of the transfer station tipping fee used to fund the Authority to be eliminated 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., AB 939 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 rate-payers, it is certainly conceivable that there could be some level of 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.[10] While such a “coordinated” structure would likely be more efficient than the County and City

[10] 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.

independently assuming all required obligations, such a coordinated structure is more effectively achieved by maintaining the Authority.

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, and to some extent the use of some level of contractors and/or part time clerical staff may provide certain benefits, however, we recommend that primary core management and administrative staff be full time employees.

Analysis:

As discussed in the Executive Summary there are various staffing options that the Authority could pursue with the specifics depending in part on the Authority's long range goals and objectives. Based on our review there is appears to be significant potential for restructuring the current administrative functions to provide more efficient use of administrative staff. While we recommend that primary core administrative staff be full time employees, if the Authority finds that additional administrative staff resources or expertise is appropriate, hiring part time staff is certainly an option.

In terms of hiring contractors, we strongly recommend that the Authority review the current responsibilities of the Executive Director and Program Manager positions and consider contracting certain of those responsibilities to the County and or Recology and/or Hambro where that provides a net advantage to the Authority. As an example, the Program Manager currently has primary responsibility for collecting groundwater samples at the landfill and also landfill maintenance. We suggest that there may be a net benefit to the Authority, in terms of providing management staff with additional time to focus on management type activities, it some or all of these types of "technician level" requirements can be shifted to County staff. We understand that County staff already assists with groundwater sampling at the landfill and are simply suggesting that the Authority consider shifting that responsibility in total to the County. We are in no way suggesting that the County assume responsibility for regulatory compliance, which should remain with the Authority. We are only suggesting that the Authority evaluate the opportunity to "contract" certain required sampling to the County. Similarly, we suggest that

having Authority management staff physically maintaining the landfill is not a good use of management staff time if that can be done more effectively by County staff to the Authority's benefit.

Question:

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

Answer:

If the Authority were structured in a manner similar to other Del Norte JPAs there would not necessarily be any functions that would have to be performed by City or County staff. Presumably contactors could be utilized at a sufficient level to meet all required regulatory and/or other requirements. Alternatively, it may be more cost effective for the City and/or County to assume certain responsibilities using existing staff, rather that contracting for those services through the private sector (e.g., landfill maintenance and monitoring, annual reporting, etc.). Any such assumption of responsibilities by City and/or County staff would however require available staff with appropriate expertise to meet regulatory, technical or other responsibilities. Any such opportunities 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.

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 D 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 1016[11] – 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 and has done a good job in that respect. As discussed in the Executive Summary, there have been relatively few regulatory issues over the past 5 years and where such

[11] 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 is its solid waste being disposed in landfill.

issues have arisen, staff has effectively addressed them to the satisfaction of the regulatory agencies

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 however there is the need for cross-training among Authority staff for continuity during times of staff absences, illness or turnover.

Our review did find, however, that there appears to be significant manual data entry and redundant recordkeeping, management staff performing duties that may 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).

With respect to shifting certain management and staff responsibilities to the County and/or Hambro or Recology, we recommend that all management staff job responsibilities be reviewed after the Authority clearly establishes its long range goals and objectives. Non-essential tasks should be eliminated or deferred and other tasks delegated to administrative staff, the County and/or Recology and Hambro where that can be done effectively to the benefit of the Authority. Appendix E provides an accounting of the Executive Director and Program Manager job responsibilities (workloads) and the estimated associated time requirements that were provided to R3 as part of this engagement.

In terms of the Authority's administrative functions, we recommend that a complete independent review of those functions be conducted. We understand that at least one Board Commissioner has expressed a possible interest in spending time on-site observing and evaluating among other things, administrative functions, accounting and recordkeeping policies and procedures. We strongly support additional review and analysis of Authority management and administrative functions in support of identifying opportunities for improvement and better utilization of staff resources.

While the evaluation of cost controls was removed from our work scope, R3 found no evidence nor did any employee relate to us any type of system where cash control procedures were written down, verified or audited. It is normal and customary for there to be written rules that clearly outline standards for access,

authorizations, record keeping and verification, none of which currently exist to our knowledge. The lack of written procedures is a concern. We also question the appropriateness of using QuickBooks as the Authority's accounting system as it is not a general ledger system and does not have a functional audit trail. Effective cash controls is not a question of the number of staff, the operation could employ multiple clerks but still be venerable to errors if the system has no written procedures based on normal and customary practices with an accurate understanding of GAPP and GASB along with periodic review by outside auditors.

We suggest that the Authority and the County auditor consider housing the Authority's accounting functions with the County auditor including all deposit and banking duties. We suggest that doing so would effectively address cash control concerns and allow the Authority to significantly streamline its related administrative functions.

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.
- 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 F.

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 actively 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. Authority staff did indicate, however, that they communicate informally with Hambro and Recology at least twice each month and coordinate efforts on issues of common interest or concern.

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., quarterly) 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, 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. Authority staff has actively worked with Hambro to enhance transfer station operations including negotiated change orders with Hambro to, among other things, address issues such as universal waste processing, commercial fluorescent tubes, sharps management, carpet recycling and paint recovery through PaintCare.

While our review did not identify any obvious areas for improvements at the transfer station, both Hambro and Recology have valuable expertise that can be utilized by the Authority. This includes potentially taking on certain responsibilities that Authority staff currently handle (e.g., public education and outreach; stormwater monitoring), assuming any such actions would result in a net benefit to the Authority. 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.

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:

The Interim Executive Director appears to have done a good job managing both the Executive Director and Program Manager responsibilities since the departure of the former Executive Director, although admittedly, certain Executive Director responsibilities have been deferred, as documented in Appendix A). Whether or not the Director position should be filled as full time and how the Authority should structure its overall management and administrative staffing going forward is dependent on the Authority's specific goals and objectives, as discussed above.

If the Authority's overall goal is to maintain regulatory compliance and existing programs and services (e.g., generally maintain the status quo), but otherwise focus on opportunities for cost savings, which was expressed as a general goal by a number of the Commissioners, we recommend that the Executive Director and Program Manager positions be combined into a single full time Executive Director position. That position would assume the current responsibilities of those two separate positions. Based on our review, we believe that such a consolidation of responsibilities

could be effectively achieved, although prior to doing so the Authority should review the job responsibilities of both of those positions, eliminate or defer non-essential tasks and delegate certain other required tasks to administrative staff, the County and/or Recology and Hambro where that can be done effectively to the benefit of the Authority.

Question:

b. Creation of a job description for the Director.

Answer:

Refer to Appendix G.

Question:

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

Answer:

We recommend a starting salary in the range of $70,000 - $80,000 for the Executive Director position, depending on qualifications. This recommendation is based in part on our review of the Authority's current salary for its Executive Director and Program Manager positions, salaries for Del Norte County department heads, salaries for contract JPA management positions in Tehama and Lassen counties and consideration of the responsibilities and span of control of that position.

Analysis:

The following are the current Authority management staff salaries:[12]

- Director – Vacant: $69,521 (BL)
- Program Manager I/II Interim Director: $67,863

The following is the Adjusted DNSWMA Director Payscale range for 2008 (the most recent data provided):

- Step A - $69,521
- Step G - $93,166

[12] Source: DNSWMA Updated Payroll

The following are 2011-2012 salaries for Del Norte County Appointed Department Heads.

Department Head	Biweekly and Annual Salaries	
	A	J
Building Maintenance	$ 52,052	$ 80,749
Director of Bar-O	$ 58,682	$ 91,026
Chief Probation Officer / Director of Child Support Services	$ 64,740	$ 100,412
Agricultural Commissioner	$ 62,400	$ 96,824
Director of Information Technology	$ 63,270	$ 98,152
Director of Community Development	$ 81,926	$ 127,088
Director of Health and Human Services	$ 83,304	$ 129,220
County Admin Officer	$ 88,649	$ 137,523
County Counsel	$ 89,409	$ 138,703

JPA management contract employee compensation for Tehama and Lassen counties is as follows:

- Tehama County/Red Bluff Landfill Management Agency Manager = $81,444 annual salary plus benefits.
- Lassen County Authority Manager = $85 per hour with no benefits (80 – 100 hours per month)[13]

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 the Authority and do not recommend it be pursued.

[13] The current manager is a licensed Civil Engineer.

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?

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.

R3

Draft Report

Assessment of the Del Norte Solid Waste Management Authority

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 above, given that the elimination of the JPA would require the City and County to independently assume the associated responsibilities it is unlikely that any reasonable alternative structure to the JPA would result in a significantly lower cost to the ratepayers, if any, for a similar level of management oversight. While we believe that there are potential operational efficiencies and cost savings that may be realized by the Authority through among other things, streamlining administrative functions and other activities, any such potential savings would likely be offset by the loss of economies of scale. In fact, as discussed above, given the potential costs associated with dissolution of the Authority it is certainly conceivable that there could be an associated cost increase.

Appendix A

Work Priorities Fiscal Year 2013-2014

R3

Del Norte Solid Waste Management Authority

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

Del Norte Solid Waste Management Authority
Work Priorities Fiscal Year 2013 - 2014

Legend for symbols used:

- ☞ = **Activity to be completed during FY 2013-2014**
- ✪ = **Activity mandated by State or Federal Law, regulation or Authority-adopted plan or contract**
- ☆ = **Ongoing activity**
- △ = **Draft submitted, awaiting agency response**
- ✓ = **Activity completed for FY 2013-2014**
- ☞ = **Activity set to be completed during FY 2014-2015**
- ? = **Lower priority activity; addressed as time and capacity allows**
- ⊗ = **Activity deferred for FY 2013-14**
- ☛ = **Activity deferred until new Director is hired**
- ☗ = **Fiscal responsibility under guidance of Authority Treasurer**

This Work Priorities list is a living document, and items may be added as needed due to further direction from the Authority Board, new legislation or regulation, or agency action.

Last Updated: Reviewed and adopted by Board consensus on 27 August 2013

Mandated or Obligatory Ongoing or Future Activities:

1. Del Norte County Transfer Station (TS) Facilities and Operations

☞ ✪☆ Gather, compile, analyze, and report storm water runoff samples as required under the Industrial Stormwater Permit. After two to three years sample history, consult with RWQCB staff regarding possibly reducing monitoring requirements. (Ongoing)

☞✪☆ Implement free TakeBack program for architectural coatings at the Del Norte County Transfer Station in coordination with PaintCare, Hambro/WSG, and Clean Harbors. (2013)

✪☆ Revise the Transfer and Processing Report as necessary for new recovery activities, and/or management of materials banned from disposal or requiring special handling,

A Joint Powers Authority of
the City of Crescent City and County of Del Norte
& member, North Coast Recycling Market Development Zone

Printed on minimum 30% post-consumer
100% recycled paper

including architectural coatings. (Ongoing)

☞✪☆ Procure and manage Household Hazardous Waste (HHW) Collection Event contractor and use Permanent Household Hazardous Waste (HHW) Facility at the Transfer Station for annual HHW Collection Event on 21 September 2013, as well as daily recycling of oil, filters, antifreeze, latex paint, televisions and computer monitors, and fluorescent tubes. (Ongoing)

☞✪☆ Prepare and submit hazardous waste business plan to the County. (Annual)

☞✪☆ 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. Repair scales as necessary. (Annual)

☞✪☆ Prepare and submit the PCI compliance report to assure that measures are in place to protect customer credit and debit card information. (Annual)

? ⊗ Submit application, fees, print forms and conduct training necessary to provide public scale services at the Del Norte County Transfer Station. (Pending, deferred at present)

2. Crescent City Landfill Post-Closure Maintenance

✪☆ Continue working with County staff to monitor gas wells, groundwater wells, surface water sampling points, and stormwater sampling points. Authority staff will continue to compile, summarize, and analyze data, prepare and submit required reports to the North Coast Regional Water Quality Control Board as required under Order 97-90 and the Industrial Storm Water permit. (Ongoing through 2035)

✪☆ Continue landfill monitoring and maintenance. This includes semi-annual removal of deep-rooting plants and mowing of surface drainage structures. Over the post-closure maintenance period activities will also likely include repair to slopes, drainage structures, and grading to reduce ponding. (Ongoing through 2035)

☞△ ✪ Prepare and submit solid waste facility permit renewal applications every five years or as activities at the landfill change. (Submitted in 2013; ongoing through 2035)

☞△ ✪ Prepare and submit landfill gas heat capacity report and other documentation required by the North Coast Air Quality Management District (NCAQMD). The NCAQMD may impose additional requirements based on this report. (Submitted in 2013; ongoing through 2035)

✓ ✪☆ Apply for reduction in the post-closure multiplier and prepare and submit annual

estimate of the post-closure financial liability associated with the Crescent City Landfill to CalRecycle (Annual; ongoing through 2035)

⊗☞✪Conduct and report on constituent of concern monitoring of landfill groundwater every five years. (Submitted in 2009; ongoing through 2035)

⊗✪ Conduct and submit aerial survey of the landfill every five years to document any differential settlement. (Submitted in 2011; ongoing through 2035)

3. Collections Franchise and Collections System Management

✪☆ Staff, maintain and improve disposal and recycling facilities and services at the Klamath and Gasquet container sites (Ongoing).

✪☆ Manage current Franchise Collections contract to ensure compliance with contract provisions and Service Standards. (Ongoing)

☞✪☆ Continue to promote workplace recyclables collections, the California Commercial Recycling Mandate (AB341) with Recology Del Norte, recycling coordinators, the recyclables collection contractor (currently GH Outreach) and processors like Julindra Recycling. (Ongoing)

✪☆ Coordinate collection events for Christmas trees, yard debris, household hazardous wastes, and other items or materials as opportunities arise (Ongoing)

4. Reuse, Recycling, and Composting

☞✪☆ Continue, as a rural regional agency, planning, monitoring and reporting programs, activities, and progress on per capita and per employee waste reduction targets under California Integrated Waste Management Act of 1989, as amended, and as administered by the California Department of Resources, Recovery, and Recycling (CalRecycle), including compliance with the California's Mandatory Commercial Recycling Law (AB341). (Ongoing)

✪☆ Continue to promote and to make more convenient beverage container recycling using grant funds from the State agency responsible for beverage container recycling. (Annual and ongoing)

✪☆ Continue to coordinate, enhance, and promote recycling of used oil, oil filters, and antifreeze using grants from the State agency responsible for oil recycling. (Annual and

ongoing)

☞✪☆ Establish and report on product stewardship programs for carpeting, paints and architectural coatings. (Ongoing)

5. Education and Public Outreach

☞✪☆ Prepare outreach materials including print ads, radio ads, posters, public service announcements, posters, handouts and flyers, and collections billing inserts to promote program activities, events, and service changes. (Ongoing)

☞✪☆ Prepare and disseminate information promoting the new TakeBack program for paints and architectural coatings at the Del Norte County Transfer Station (2013 and ongoing thereafter).

☆ Coordinate and support beach, river, and neighborhood cleanup activities. (Ongoing)

✔ ✪☆Promote waste prevention, reuse, composting and recycling through Fairs around Earth Day and the Del Norte County Fair. (Annual)

? ☆ Work cooperatively with the Humboldt Waste Management Authority for regional promotion of waste prevention, reuse, repair, composting, and recycling. (Ongoing)

? ☆ Provide timely analysis and/or recommendations for Board actions or letters regarding legislation and/or regulations which pertain to Authority activities or programs.(Ongoing)

✪☆ Provide support to the Del Norte Solid Waste Task Force to promote waste reduction, reuse, composting, recycling, and related activities. (Monthly)

? ✪☆Continue to provide regular public Composting workshops as well as other presentations as requested. (Ongoing)

✪ ☆ Continue to revise and update written materials and develop new materials promoting waste reduction, reuse, repair, composting, hazard reduction, and proper disposal. (Ongoing)

✪ ☆ Update website as needed and upload meeting agenda and minutes. (Ongoing)

6. Budgets, Funding, and Fiscal Oversight

Developing annual budgets, tracking expenditures and revenues accordingly. (Annual and ongoing)

Preparing and submitting necessary reports related to post-employment retirement benefits funding. (Annual)

Work with contractor to complete the annual agency audit report and respond according to recommendations and Board direction. (Annual)

Solicit, negotiate and administer Authority contracts as necessary. (Ongoing)

Apply for and administer additional grants to support local or regional programs as opportunities arise. (Ongoing)

Develop partnerships with Del Norte County and Crescent City departments to efficiently deliver services. (Ongoing)

7. Personnel and Staffing

Adhere to policies described in a Memorandum of Understanding with the Del Norte Solid Waste Management Authority Employees Association and update as needed. (Ongoing)

Complete negotiations with Mid-management employees for a Memorandum of Understanding with the Del Norte Solid Waste Management Authority Employees Association and update as needed. (2013)

Hire and train site attendants and relief workers for the Del Norte County Transfer Station, as well as the Gasquet and Klamath container sites. (Ongoing)

Training staff through workshops, in-service training, monthly safety meetings, educational and/or on-line courses, and conferences. (Ongoing)

8. Recovery Infrastructure and Recycling Market Development

Continue to participate in the North Coast Recycling Market Development Zone program to promote recycling market development technical assistance and promotion of services and financing opportunities. (Ongoing)

- Through the North Coast Cooperative for Recycling Infrastructure Development (Coop), support expansion of reuse, recycling, and compost processors and manufacturers in Del Norte and Humboldt counties to bolster regional markets for recovered materials. (Ongoing)

- Use the Coop as a forum for reducing overall program costs by sharing resources and personnel, or storing and consolidating recovered materials at public facilities as opportunities arise. (Ongoing)

8. Other Responsibilities and Activities

- Provide collection and consolidation services as needed for public home-generated sharps drop-off points. (Ongoing)

- Preparing, publishing, distributing agendas (under Chair's direction) and staff reports for monthly Authority meetings. (Monthly)

- Responding to public, government agency and tribe requests for information and reports. (Ongoing)

- Recording and responding to complaints regarding facility operations, collections services, or illegal dumping. (Ongoing)

- Obtain and maintain equipment, supplies and software for monitoring, reporting, servicing, outreach, and collection event activities. (Ongoing)

- Providing professional assessment and analysis of how other jurisdictions have addressed the issues and concerns identified by the Authority Board, including obtaining model requests for proposals, agreements and/or ordinances. (As needed)

Priority Discretionary Activities for 2013-2014:

1. Del Norte County Transfer Station (TS) Facilities and Operations

- Work with Hambro/WSG to develop additional resource recovery options that can be integrated into TS operations at a cost which is less than disposal. (Ongoing)

- Work with Hambro/WSG and Recology Del Norte to assess and evaluate potential impacts associated with changes in Franchise solid waste, recyclables, and yard debris

collection services on transfer station operations and revenues. (Ongoing)

2. Collections Franchise and Collections System Management

? ☆ Evaluate possible modifications to the Collections Franchise and/or appropriate ordinances to complement the services at the Del Norte County Transfer Station and to expand, provide incentives, and document recovery. (Ongoing)

☞? ✪ Analyze, enhance, expand, develop and support one or more facilities capable of processing locally-generated organic materials for compost or energy production, in Del Norte or one of our adjacent counties. (Ongoing)

3. Crescent City Landfill Post-Closure Maintenance

☞✪☆ Install, document, and collect water samples from two new wells to be installed at the landfill to possibly demonstrate groundwater flow directions are such that water quality impacts associated with the landfill are unlikely to pose a threat to adjacent residential properties, justifying a reduction in the Threat/Complexity rating for this facility and thereby reduce the annual permit fee for the Waste Discharge Requirements issued by the North Coast Regional Water Quality Control Board (RWQCB). (2013-2014)

✪☆ Work with RWQCB in the development and revision of Waste Discharge Requirements and Monitoring and Reporting Program to analyze water historical quality monitoring information with the intent of reducing the expense of water quality monitoring during the post-closure maintenance period, which extends for at least 30 years after completion of phase 2 of landfill closure, until February 2036 (2014 or 2015?).

? ✪☆ Monitor development of laws and regulations pertaining to control of greenhouse and other landfill gas emissions. Research possible actions and funding sources as necessary and appropriate. (Ongoing)

☞☆ Procure landfill insurance. (2013)

4. Education and Public Outreach

✪☆ ? Work with and through the California Product Stewardship Council (CPSC) to promote and establish Extended Producer Responsibility and Take Back programs. (Ongoing)

☞☆? Advocate for legislative and regulatory initiatives extending producer responsibilities for end of life product management to reduce Authority costs for managing discards - especially hazardous materials, products or materials banned from disposal, or products or materials requiring special handling including sharps, fluorescent tubes and household batteries. (Ongoing)

☆? Continue outreach and public-private partnerships in support of Extended Producer Responsibility. (Ongoing)

5. Legislation, Ordinances, Plans and Enforcement

☞✪☆? Administer Code Enforcement activities through a Code Enforcement Officer and Authority-related hearings through a Hearing Officer until such time as these functions are incorporated into relevant City and County Ordinances. (Ongoing)

☞✪☆ ? Work with County and City Building and Planning Departments to establish forms and processes for Materials Management Plans to be incorporated as appropriate for construction and demolition permits in Del Norte County. (Ongoing)

☆? Review, consider and provide appropriate Authority-directed advocacy regarding bills being considered by the California Legislature (Ongoing)

☞☆ Under the Electronic Annual Report submitted annually to the California Department of Resources Recycling and Recovery (CalRecycle) incorporate Authority policies supporting producer and consumer financed product stewardship Take Back programs as described in Authority Resolution 2007-06. (2013).

☆? Prepare local ordinances, resolutions and agreements. Modify adopted plans as necessary to enact product stewardship and extended producer responsibility programs in Del Norte County for products which have been banned from mixed waste disposal by one or more State agency, including household hazardous wastes and universal wastes such as batteries, sharps, mercury devices, fluorescent tubes, and electronics. (Ongoing)

Appendix B

Public Workshop Comments

R3

January 28, 2014

R3 Consulting Group
Roseville, CA

RE: DNSWMA COMMENTS

Dear Colleagues:

I want to go on record that we are extremely pleased with the service at the Transfer Station. We visit it frequently as 1) homeowners in the Hiouchi area with loads of green "waste" and construction debris due to home and garage remodeling projects and 2) as managers of a non-profit organization (Smith River Alliance) which owns a Ranch on the South Fork Smith River and organizes "river clean-up" projects in both the Smith River National Recreation Area and Redwood National and State Parks.

Additional comments for your consideration:

- If it's not broken, don't fix it.
- Keep our rates down and services up.
- We appreciate that the DNSWMA is locally managed. We want to control our own destiny.
- Waste is a resource and garbage and recycling services are a necessity.
- Illegal dumping is a serious problem on our public lands. We look forward to continuing work with staff + the community to find and use grant + other funding to create a rate structure + programs that encourage participation.
- We appreciate that the DNSWMA is in it for the community ---- not in it for the profit of a business.

ENT'D JAN 28 2014

Thank you very much for your consideration of these comments. Please feel free to contact me if you'd like to discuss any of the above.

BTW, Conservation Solutions, Inc. was a lead contractor in the 1990's who assisted the DNSWMA with the master planning and permitting which led to the successful closure and remediation of the landfill off of Sand Hill Road. The Smith River Alliance website can be found at www.smithriveralliance.org.

Sincerely,

Grant Werschkull, President
Conservation Solutions, Inc.
grant@conservationsolutions.biz

Grant Werschkull and Patty McCleary, Executive Director Team
Smith River Alliance
Home office: 707 458-3586
Grant cell/voice: 916 715-9898
www.smithriveralliance.org
grant@smithriveralliance.org
patty@smithriveralliance.org

Statement by Elizabeth Henry
Del Norte Solid Waste Authority
Public Hearing
January 28, 2014

I am Elizabeth Henry, a County resident. I want to tell you briefly why I am here. Though I have lived in Mendocino County and served on the Board of Supervisors for 8 years and was a founding member of the Solid Waste Authority there in 1990, it is Del Norte County where I really feel at home. My family moved to CC 60 years ago, in 1954, and built our family home on Pebble Beach Drive in 1957. I love this area and am concerned about what happens here.

I am here today to support keeping the current structure of the Solid Waste Authority, and to ask that the position of Director be filled as soon as possible. Some think that the job of the Authority is finished – the landfill is closed, the transfer station is built, and recycling is established. A lot of progress has been made since 1993 – what's left to do? The success story of the Solid Waste Authority was built from the ground up under the leadership of two talented and hard-working people, the dedicated staff that worked with them, and a supportive community and board. The 50% recycling requirement set by the State has been reached and hazardous waste collection and many innovative programs established. The Authority team is respected throughout the state and have advocated for rural communities by belonging to and leading state-wide organizations. That is why the forced retirement of the Director is so puzzling.

But we are here now. What needs to be done? I think the idea of dissolving the Authority has been dropped but privatization still looms. According to Commissioner Wilson's statement quoted in the Triplicate: "There might be some scenarios or alternatives that are a combination of partial privatization while keeping the Authority."

The only scenario meeting that description is to replace the Authority's administrative, program and support staff with independent contractors which is a recipe for failure and should not be implemented in any form. The appeal of employing an independent contractor is that many believe the contractor costs less because of savings to health insurance and retirement benefits. But contractors are also in the business of making money and may cost the same or more. What is certain is that the community will lose several long-term, good-paying jobs.

Independent contractors are usually hired for task-oriented, short term projects like what the R3 consultants are doing. Being under the direction of the Authority Board will not work for the long-term. According to California's common law test," the most important factor is the right of the principle to control the manner and means of accomplishing a desired result. The more control the employer has, the more likely the worker is an employee, not an independent contractor." Using an independent contractor would create a murky situation with stiff penalties for misclassifying. I don't want to go further into the weeds with this right now, but will be happy to provide Commissioners with a copy of the article by Methven & Associates from which I am quoting.

ENT'D JAN 28 2014

The future of effective and efficient solid waste handling and expansion of recycling opportunities depends on a committed staff who live in our community, who know its people and their values. The future requires a solid foundation on which success can be built, not the shifting sands of negotiated contracts.

My last point in support of the current structure of the Solid Waste Authority is to look at a similar joint powers agreement that created the Border Coast Airport Authority which runs and maintains the airport facility. With your safety in mind, would you rather have short-term independent contractors run the airport facility than the two long-term full-time employees of the Airport Authority.

The collection and handling of the solid waste stream requires not only proper disposition, but also a vision and plan for how to implement recycling, reduction and reuse programs for the long-term recycling with increased participation. That will only be achieved with an intact Authority and qualified staff, including a Director.

January 27, 2014

To: R3 Consulting Group

Re: Evaluating Del Norte Solid Waste Management Authority

My home and property border the closed landfill. Due to my proximity to the unlined decaying garbage mound, I and my neighbors have monitoring wells in our backyards. Every few months, a technician from the DN Solid Waste Authority comes on to our properties to test for emissions in order to determine if any toxic substances have escaped the garbage mound; gases like methane that could dissolve and seep into our groundwater and wells. Thanks to the diligence of the Authority, which keeps me informed, the regular testing has so far reported only negative results for pollutants; I deeply appreciate that this level of responsibility being carried out by the Authority in order to protect me and fulfill the state's legal requirement to monitor/manage the site for 30 years.

In the years since the landfill property has been closed, it has acted as magnet for illegal activity. Although secured by a locked gate, vandals have accessed the property. I've had to report two fires set by trespassers. On a regular basis, illegal dirt bike or ATV riders cut landfill fences to access the landfill property and the state park dunes that border it. The covered mound itself could be damaged and ripped opened by this reckless activity if perpetrators were not stopped. Whenever I've called 911 there has been a 24/7 response from Authority staff who are on emergency duty. They either show up themselves or law enforcement arrives on the scene within minutes.

If the Authority is privatized, who is going to take on this enormous liability and monitoring responsibility for the remaining decades as required by the state? Management of our waste stream needs to remain public where there will be oversight and accountability and not decisions based on profit motive. The DNSWMA Board needs to recognize and continue the excellent standards and high degree of professional and quality service, security and vigilance that is currently being provided by the Authority for our community.

Sincerely,

Susan Calla
660 Sand Hill Road
Crescent City, CA 95531
707) 465-6191

ENT'D JAN 28 2014

Bill Lonsdale
135 Maple Tree Lane
Crescent City, CA 95531
707-465-5964

8 October 2013

Subject: Comments And Suggestions on Potential Consultant Work

Chair and Members of the Board
Del Norte County Solid Waste Management Authority
1700 State Street
Crescent City, CA 95531

Dear Chairman Enea and Members of the Board,

1. This is to provide some comments and suggestions on the Consultation Proposal distributed at your Board's last meeting. While I'm certain that the RFP and conversations between the Board Sub-Committee and prospective Consultants must have covered most points outlined below -- and likely many more, these are respectfully offered in the event that some may have fallen by the wayside during the run-up to the Consultant Proposal recommendation.
2. The following inquiry areas are suggested for coverage under the key tasks outlined by the pending proposal. They are by no means all-inclusive. Rather, they are aimed at gaining information and evaluations which your Board might take into account in wrestling with the question of the Authority's future. Additionally, I hope that answering them will move us closer to the "ten-year projection" view proposed in July by Commissioner Wilson.
   - **Evaluate and make recommendations regarding cash controls and procedures.**
     - Have the problem(s) contributing to apparent past cash losses been identified and resolved satisfactorily?
     - Will current procedures avert similar losses in the future?
     - Are accounting controls sufficient to identify any future problems as they occur?
     - Should responsibility for accounting be divided between the Authority and County Staffs? If so, how should the division be done?
     - If the Authority is dissolved, where should subsequent cash management and accounting be done? Is sufficient alternative staffing and expertise to take over functions now performed by Authority Staff?
   - **Evaluate and make recommendations regarding Authority staffing patterns and needs.**
     - What <u>mandatory</u> solid waste management functions must be performed by either the Authority or any successor entity to keep the County in compliance with *current* local, state and federal requirements?
       - Is current Authority Staffing and expertise appropriate to these required functions? If not, what increase or decrease is recommended?
       - Does sufficient staffing and/or expertise exist at the County or City level to assume these required functions, should the Authority be dissolved? If not, what additions would be required?

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- What likely future local, state and federal solid waste management requirements can be identified that would be mandatory for the County to remain in compliance?
  - Is current Authority Staffing and expertise appropriate to these potential future required functions? If not, what increase or decrease is recommended?
  - Does sufficient staffing and/or expertise exist at the County or City level to assume these potential future required functions, should the Authority be dissolved? If not, what additions would be required?
- What, if any, job duplication exists in current Authority staffing?
  - If it exists, is the duplication within the Authority?
  - If it exists, is the duplication between the Authority and an external entity [*i.e.*, local government or franchisee(s)]? If so, what would be the impact of eliminating the duplicative function from the Authority? Would any policy, oversight or regulatory functions be transferred to external entities?

- **Evaluate day to day operations and make recommendations for increasing efficiencies.**
  - *Landfill*: Based on current requirements and activities associated with managing, monitoring, reporting, and inspecting the landfill, as well as coordinating with state and federal authorities, does the authority have appropriate staffing and expertise to maintain compliance with regulatory requirements?
    - Are regulatory requirements being met in a timely and comprehensive manner?
    - Are regulatory authorities satisfied with our stewardship of the landfill?
    - Is current Authority Staffing and expertise appropriate to execute landfill-related operations effectively? If not, what increase or decrease is recommended?
    - Does sufficient staffing and/or expertise exist at the County or City level to assume these landfill-related functions, should the Authority be dissolved? If not, what additions would be required?
  - *Collections Franchise*: Based on current requirements and activities associated with managing and monitoring the collections franchise, as well as coordinating requirements with franchisee and local, state or federal authorities, does the authority have appropriate staffing and expertise to ensure good service to the Public and compliance with regulatory requirements?
    - Is the collections franchise being managed in compliance with existing regulatory requirements?
    - Is communication with the Public and the franchisee open and effective? If not, how might communication be improved?
    - Are the collection needs of residential, commercial and "public sector" collection customers being met? If not, how can collection be improved to meet the needs of all customer sectors without adverse impact on any one sector?
    - As part of the proposed dissolution of the Authority, customers have been promised a $20 per month reduction in collection costs. How can this be accomplished without adversely affecting the quality and frequency of collection service?
    - Does sufficient staffing and/or expertise exist at the County or City level to assume these collections franchise management and oversight functions, should the Authority be dissolved? If not, what additions would be required?

- *Transfer Station*: Based on current requirements and activities associated with managing and monitoring the Transfer Station franchise, as well as coordinating requirements with the franchisee and local, state or federal authorities, does the authority have appropriate staffing and expertise to ensure good service to the Public and compliance with regulatory requirements?
  - Is the Transfer Station franchise being managed in compliance with existing regulatory requirements?
  - Is communication with the Public and the franchisee open and effective? If not, how might communication be improved?
  - Are the collection needs of residential, commercial and "public sector" Transfer Station customers being met? If not, how can Transfer Station operations be improved to meet the needs of all customer sectors without adverse impact on any one customer sector?
  - As part of the proposed dissolution of the Authority, it has been suggested that the entire Transfer Station, and its management and operation, be sold to a private company. Based on Consultants' experience and expertise, what legal, operational, customer service, and/or regulatory compliance issues can be foreseen? Is it likely that a private buyer could be found without local government offering a property tax exemption incentive?
  - Should the Authority be dissolved, does sufficient staffing and/or expertise exist at the County or City level to assume Transfer Station oversight functions [of either franchisee or private owner]? If not, what additions would be required?
- *Policy and Oversight*: Based on current requirements and activities associated with policy and rate structure development/implementation, enforcement, coordination of local service and quality standards, and coordination with state or federal authorities, does the Authority have appropriate staffing and expertise to maintain desired quality and service standards, as well as compliance with regulatory requirements? If not, what changes should be made?
  - Does sufficient staffing and/or expertise exist at the County or City level to assume these policy development, oversight and coordination functions, should the Authority be dissolved? If not, what additions would be required?
  - Would the City and the County each require the ability to perform these functions?
  - Would separate City and County regulations be required?
  - Would separate City and County service agreements be required?
  - Would separate City and County policy rate-development processes be required?
  - Would separate City and County reporting to regulatory authorities be required?

- **Evaluate and make recommendations regarding the structure of the Joint Powers Authority (JPA).**
  - 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?
  - Is a JPA appropriate for the City-County situation in Del Norte County? If not, what alternatives could result in more efficient and effective management and direction of required solid waste-related functions?

- Would elimination of the JPA arrangement save the tax-payers money? If so, how? If not, why not?
- Could the JPA function effectively in a manner similar to other Del Norte JPA's [*i.e.*, Executive Director and part-time clerical staff, supported by contractors][*see* Local Transportation Commission, Redwood Coast Transit Authority, Airport Board]?
  - If so, what functions would have to be performed by City or County staff?
  - Is it likely that such a configuration could meet the current operational, regulatory, policy and reporting requirements at a savings [after contracting costs] to tax-payers and rate-payers?

- **Evaluate the Executive Director (ED) position and make recommendations regarding the recruitment and appointment of an ED.**
  - Given the responsibilities identified elsewhere in the Consultants' review, what is an appropriate, competitive salary and benefit range for a future DNSWMA ED?
  - What qualifications, experience and personal qualities are required to perform Executive Director (ED) functions in the Authority as it is now configured?
  - Is it appropriate or feasible for a future DNSWMA ED to perform both executive and operational functions currently divided between the ED and DirOps positions?
    - If not, why not?
    - If so, how would each position be affected? What, if any, savings could be expected?
  - If the JPA were to be reconfigured to an entity similar to other Del Norte JPAs, what qualifications, experience and personal qualities are required to perform Executive Director (ED) functions in that reconfigured Authority?
  - Given the uncertainties posed by the current proposal to dissolve the Authority and "privatize" its operations, what are the prospects of recruiting a fully qualified, experienced ED? What are the prospects of recruiting from within the Authority?

- **Evaluate and make recommendations regarding the rural operations in the Klamath and Gasquet communities.**
  - What, if any, problems or shortcomings exist in the Authority's "rural operations?"
  - Which of any problems or shortcomings can be resolved without significant additional cost to the Authority?
  - Can the Authority's "rural operations" be "privatized?" With what cost savings?
  - If the Authority's "rural operations" are "privatized" which local government entity [*i.e.*, the Authority, the County, or the private entity] would be responsible for regulatory compliance and reporting?

3. Additionally, to allay any suspicions of "Consultant bias" by any element(s) of the Public following your Board's deliberation, I respectfully recommend that your Board sound out the prospective consultants on the nature of their relationship -- past and present -- with the Humboldt Waste Management Authority (HWMA).

   - Some who are in favor of dissolving the Authority may be concerned that the association of one prospective Consultant with the HWMA may have biased her in favor of a well-staffed JPA to handle complex regulatory, management, and compliance issues.

- Some who are in favor of keeping the Authority in being may be concerned that some adverse relationship of one prospective Consultant with her former employer (HWMA) may have biased her against a well-staffed JPA to handle complex regulatory, management, and compliance issues.
- It would be useful for your Board to explore these possibilities, and to have some statement on the record that neither of these concerns is warranted.

4. Thank you for your kind consideration of these observations and suggestions.

Respectfully,

s/Bill Lonsdale

Bill Lonsdale
135 Maple Tree Lane
Crescent City, CA 95531
707-465-5964

22 October 2013

Subject: Comments and Suggestions on Proposed Consultant RFP

Chair and Members of the Board
Del Norte Solid Waste Management Authority
1700 State Street\
Crescent City, CA 95531

Dear Chairman Enea and Members of the Board,

This is to provide comments and suggestions regarding the Draft RFP, *Assessment of the Del Norte Solid Waste Management Authority*, to be considered at your Board's 23 October Meeting. Specific comments are presented in the order of item appearance in the Draft.

General.

This Draft RFP represents a considerable improvement over its predecessor in terms of its specificity and comprehensiveness..

Nevertheless, the scope of the Draft RFP appears constrained to only evaluation of the current Authority structure and performance. It does not treat the potential effectiveness and costs of the various alternatives which have been proposed during your Board's deliberations to date.

As a consequence, the Consultant(s) are not called upon, specifically, to provide independently-developed information that would be necessary to inform a Board decision to adopt alternative(s) such as: (a) dissolution and transfer of functions to County and/or City Staffs, (b) dissolution and replacement by private enterprise(s), or (c) dissolution and replacement by a smaller, contractor-supported JPA structure similar to the Local Transportation Commission, Redwood Coast Transit Authority, or the Border Coast Regional Airport Authority.

If such information on alternatives were not developed under this RFP, and Board were disposed to consider these -- or other -- alternatives, then additional Consultant work might have to be done to support that decision making. That would entail another RFP, perhaps new Consultant(s) -- with a potential learning curve -- and more delay. It seems more efficient and cost effective to develop the full range of decision support data and information under a single Consultant engagement.

Respectfully recommend that this RFP be expanded to include evaluation of potential alternatives to the current Authority structure and operations -- either as part of the current Consultant work, or as an optional "Phase 2," should your Board wish to proceed with consideration of alternatives.

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Cash Controls and Procedures.

Service description provides good coverage of the current situation. However, it omits consideration of alternatives, if the Authority were to be reduced or dissolved.

Respectfully recommend that the following specification be included in this category, or incorporated in an optional "Phase 2" task description:

> "If the Authority is dissolved or downsized, where should subsequent cash management and accounting be done? Is alternative staffing and expertise sufficient to take over functions now performed by Authority Staff?"

Day-to-Day Operations.

Service description provides good coverage of the current situation. However, it omits consideration of alternatives, if the Authority were to be reduced or dissolved.

Respectfully recommend that the following specification be included in this category, or incorporated in an optional "Phase 2" task description:

> " Should the Authority be dissolved does sufficient staffing and/or expertise exist at the County or City level to assume landfill-, transfer station-, and collection oversight-related functions? If not, what additions to their staffing would be required?"

Organizational Structure.

Task description provides good coverage of the current situation. However, it omits consideration of alternatives, if the Authority were to be dissolved.

Respectfully recommend that the following specification be included in this category, or incorporated in an optional "Phase 2" task description:

> "Does sufficient staffing and expertise exist at the County and/or City level to assume policy development, regulatory compliance/reporting, rate setting, and enforcement, should the Authority be dissolved? Would separate City and County regulations, reporting, rate-setting and enforcement be required?"

Director Position.

Task description provides good coverage of the current situation. However, it omits consideration of alternatives, if the Authority were to be dissolved.

Respectfully recommend that the following specification be included in this category, or incorporated in an optional "Phase 2" task description:

> "If the Authority were to be dissolved, where should the Director's functions be carried out?"

Small Volume Transfer Stations.

Task description provides good coverage of the current situation, and the possibility that such operations might be privatized.

No recommendation.

Additional Comment.

Both "tax-payers" and "rate payers" are referenced in several areas of the RFP. Since most of the tasks referenced could affect both segments of the population, respectfully recommend that the terminology be standardized, except where the specific impact is on one segment.

Thank you for your considerations of these observations and suggestions.

Respectfully,

s/Bill Lonsdale

http://www.triplicate.com/Opinion/Letters/Letters-to-the-Editor-June-6-2013

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e-mail this

Letters to the Editor June 6, 2013

Written by Del Norte Triplicate Readers June 07, 2013 01:43 pm

For-profit trash disposal wouldn't save us money

As a resident of Del Norte County, I am perplexed by some members of the Board of Supervisors wanting to dissolve the Del Norte Solid Waste Management Authority.

As someone who does not make much money, it's the only place I can afford to dispose of my trash, brush and other household items.

At this point in time the transfer station's rates are being regulated by the non-profit Waste Authority. If it were to become a 100 percent privatized "for-profit" business, the rates, which would be unregulated, would surely increase.

Three county supervisors said the rates would decrease if it became privatized. Please explain to me how this is possible. For-profit means for-profit, that's the bottom line. This would make it very difficult for many residents to afford to dispose of their trash.

I also feel that it may cause more illegal dumping around the county.

The authority and transfer station staff do an amazing job and I feel that dissolving the authority would ruin one of the few things that actually works well in this county.

I don't even understand why dissolving the authority is even an issue to begin with.

Something smells fishy to me. It if ain't broke, don't fix it!

Mary Beth Sampson, Crescent City

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Letters to the Editor June 6, 2013

Written by Del Norte Triplicate Readers June 07, 2013 01:43 pm

Privatizing authority is of questionable legality

At the joint supervisors/City Council meeting on May 21, county Supervisor Roger Gitlin stated publicly that he had received a confidential memo from legal counsel regarding the possible legal implications of privatizing the Solid Waste Authority due to a Costa Mesa case.

As a layperson, the case seems quite simple. The Costa Mesa City Council attempted to privatize many services to allegedly save money. The employees' union filed a lawsuit stating that according to California Government Code, a city is prohibited from privatizing city services that are not considered special such as legal, financial or engineering services.

The court ruled in favor of the employees' union. It reached the California Supreme Court in November and the decision is now case law. This means that it serves as legal precedent (binding or persuasive) for any future cases in which a California general city attempts to privatize non-specialized city services.

The cost to Costa Mesa was great. The City Council spent $700,000 in legal fees and was forced to withdraw all pink slips. The court prohibited the layoffs from going forward until the case was resolved. Unfortunately, a maintenance worker, Huy Pham ended his life by jumping off the City Hall building after receiving his layoff notice.

When the majority of Del Norte citizens are expressing satisfaction and support for the services provided by the Solid Waste Authority, when the Triplicate has provided the figures showing that we pay *less* per unit weight than Curry County and when employees have desperately expressed the stress they and their families are experiencing with this unending game over their livelihood, why are supervisors Gitlin and Michael Sullivan spending time looking into privatization when the entire legality of doing so is highly questionable?

I do not believe that Del Norte citizens want to spend the legal costs to be the first county/city in which this Costa Mesa precedent may be applied? Let's stop traumatizing our citizens and put this issue to rest.

Genevieve Bannie, Crescent City

Solid Waste Authority / R3 Public meeting
1/28/2014

First a thank you to the JPA commissioners and board of supervisors for getting some professional help in answering your persistent questions about the role and performance of the DNSWMA. And to that professional help, R3, I want to share that this episode in Del Norte politics has been a big waste of supervisors, commissioners, and the publics time, and we have already lost one of our most effective and intelligent public employees when the prior director resigned under duress last summer. I hope you can bring this episode to a logical end.

I also want to share a perspective on what further privatization of the authority would means to our community.

Firstly, just 14% of monies taken in by the city and county via the SWA are devoted to supporting the public jobs of running our solid waste management, the other 86% already goes to private companies, namely Recology Del Norte and Hambro Waste Solutions Group and their subcontractors and cooperating businesses. What is left to privatize? The remaining jobs that the Authority does with their small PUBLIC share of OUR solid waste bills are truly public service jobs that COULD NOT BE DONE by a private entity whose motive is profit not benefit of services to the community. Let me give some examples.

1) The old landfill off Sandhill road is still the counties responsibility and liability. Authority staff have done an excellent job for the county in closing the landfill and monitoring water quality around it, and also in creating a cooperative and clear communication with the state water quality control board to keep us from getting additional fines. What private company (other than more expensive consultants) is going to work for the benefit of the county and land owners around the old dump like this?

2) Authority staff negotiated the current contracts with private companies for pickup and hauling of our recycling and waste. An outcome of this is they secured the lowest residential hauling rates in the region, they required that the haulers, Recology, provide recycling pickup and meet waste reduction mandates, and they created a progressive rate reduction program for businesses so that businesses rates go down if they increase the recycling component of their waste stream. A private entity in whatever form is in the business to make money, not to look out for the county and community as the authority has been doing in developing these

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contracts. Basically our local government needs to keep control and keep responsibility for this public service.

3) There is a host of other services the Authhority provides to our community that are above and beyond what a private company would do. These include

Hazardous waste roundup

Reduced rates for brush, lumber, metals, and some electronics in keeping with their reduced cost of disposal to the county and haulers

A large and growing list of recyclable materials that are taken out of the waste stream.

Educational programs to our schools and community on recycling, composting, and conservation.

Thank you

Craig S Strong

Submitted by Rita Schmitt

DEL NORTE COUNTY / DEL NORTE SOLID WASTE MANAGEMENT AUTHORITY **Range: 24**

JOB TITLE: REFUSE SITE ATTENDANT

DESCRIPTION OF BASIC FUNCTION:

To perform daily operational duties at Del Norte Solid Waste Management Authority facilities, including the prompt opening and closing of the site; documentation, calculation and collection of fees, reconciling and making the deposits of the fees at the end of each work day.

ESSENTIAL DUTIES: Essential job duties may include any of the following tasks, knowledge, skills and other characteristics. The list that follows is not intended as a comprehensive list; it is intended to provide a representative summary of the major duties and responsibilities. Incumbent(s) may not be required to perform all duties listed, and may be required to perform additional, position-specific tasks.

- Performs daily preparation of the site including unlocking gates, ensuring bins are available for use, and performs facility-specific closing procedures at the end of the workday.

- Provides verbal instructions and pre-printed materials to the public regarding services, charges and proper procedures at Authority facilities.

- Measures quantities or volumes of materials disposed.

- Operates computer, software, scales, printers, card slider, signature pad, and customer displays as provided to record, communicate, and document transactions.

- Calculates and collects fees based upon the quantities, produces receipts and prepares deposit documentation.

- Reconciles cash, checks, credit or debit cards, and charges with receipts at the end of each shift, supported by reports and completed forms.

Completes forms and files of relevant records for possible auditing and verifications at a later date.

- Ability to use digital measuring tape and do rapid calculations.

- Ability to control cash flow and make change.

- Ability to collect and secure daily receipts.

Ability to calculate, record and compile basic statistics pertaining to daily activities at Authority facilities.

Ability to sweep, mop, clean and maintain Authority facilities and clean up trash and/or spills as needed.

- Ability to interact with general public in a courteous manner.

May require:

- Ability to work as much as 10 or 11 hours one, two or three days a week during certain times of year.

Minimum Qualifications:

- Graduation from high school or sufficient formal and/or informal education at a level necessary for successful performance of duties supplemented with course work in mathematics.

- Possession of a valid California Driver's License.

This work consists of unskilled and semi-skilled duties at a journeyman level.

RESPONSIBILITY:

Employees in this classification receive direct supervision within a framework of standard policies and procedures. Errors in work or judgment could result in unsightly condition of refuse site, loss of time and money, safety hazards to the public, and/or poor community relations.

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 this job. Reasonable accommodations may be made to enable individuals with a disability

to perform the essential functions.

- While performing the duties the employee is regularly required to sit, stand, walk, hear, see, talk, drive and use hands and fingers.

- The employee is occasionally required to reach with hands and arms, and to stoop, kneel or crouch.

The employee may be required to lift objects up to 40 pounds and to operate a crank to open and close refuse bins.

- The ability to operate a keyboard/computer, calculator, copier, facsimile machine and like equipment is required.

Transfer Station Gate Attendant Training Checklist

Topic / Activity / Procedure
Daily Bag: contents, use
Opening Gates, keys, alarm codes, alan head wrench
Scale operation, zeroing
Setting Inbound and Outbound scales
Use of ScaleCom and Scale Management System software
Use of slider and X-Charge software for processing debit and credit cards
Truck Codes
Customer Codes
Customer numbers & Locations
Material Types
Price Lists and other handouts for customers
Charge Account Procedures - Who Can Charge / Changes / Closed Accounts
Use of Signature Pad
Receiving payment by check : To, Amount, Address, Signature
Entering cash received, counting back change
Getting more change when you need it
Regular tickets
Split tickets
Adding undeclared materials to a ticket
When to write down the wieght just in case...
Directing customers to brush, TV, HHW, concrete, asphalt, clean wood
Approval process for charging to DNSWMA
Sharps, electronics, flo tubes, household batteries
Asbestos policies and bags, concrete <18" no steel, soil acceptance
Reuse Table, Liability release forms
Lunch & break policies
If the computer stops working...
Directing traffic: gates & lights
If the line gets too long...
Walkie talkies: talking to HWSG
Putting Daily tickets in order
Day End Reports
Balancing cash at end of day - Completing Daily Reconciliation Form
Regular Backup throughout the day
Alarming, locking up, bag in the drop box, leaving
TS Operations & Gate memos
Talking with customers / Candy and Dog Treats
Advising customers on tarping loads, pets
When customer don't have $$ to pay
If customers have a complaint or make you uncomfortable
Who to call for backup, who else to call if you get no answer
Safety: Vests, trip hazards
Keeping the gatehouse work area clean
Soaking up oil spots on the scale
Emergency Procedures
Explanation of Personnel Policies
Vacation request procedures
Monthly scheduling procedure
Completing, signing, and turning in time cards
How you get paid and/or reimbursed
Gasquet / Klamath Training:
Checking your equipment before you drive
Company truck usage and mileage reimbursement
Opening the small transfer stations
Cranking the lids open on the bins
Measuring space used in each bin
Measuring customer's loads & calculating charges
Writing receipts
Balancing at the end of the day
Locking Up & Returning your bag to the office

Appendix C

CalRecycle Approved Regional Agency Members

R3

Regional Agency Members

Geographic Area Descriptions

REGIONAL AGENCY NAME	JURISDICTION NAME	YEAR JOINED	YEAR LEFT
Amador County Integrated Solid Waste Management Agency (Active)	Amador City	1997	Present
	Amador-Unincorporated	1997	Present
	Ione	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 Mgmgt. Reporting Authority (Active)	Goleta	2003	Present
	Santa Barbara-Unincorporated	2003	Present
Shasta County Waste Management Agency (Active)	Anderson	1999	Present
	Shasta Lake	1999	Present
	Shasta-Unincorporated	1999	Present
Sierra County Regional Agency (Active)	Loyalton	1995	Present
	Sierra-Unincorporated	1995	Present
Siskiyou County Integrated Solid Waste Management Regional Agency (Active)	Dorris	1995	Present
	Dunsmuir	1995	Present
	Etna	1995	Present
	Fort Jones	1995	Present
	Montague	1995	Present
	Mount Shasta	1995	Present

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

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Data updated continuously.

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

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Appendix D

Regulatory Requirements Overview

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REGULATORY REQUIREMENTS AND PROGRAMS

CALRECYCLE OVERVIEW (AB 939/SB 1016)

- Annual Report – The annual report describes the progress the Authority has made in achieving the requirements of the Integrated Waste Management Act (AB 939) and the Per Capita Disposal Measurement Act of 2008 (SB 1016). The annual report includes the numbers used to calculate a per capita disposal rate plus all required supporting documentation and attachment of any required documentation to support changes to those numbers. It also includes a status report on planned and implemented solid waste diversion programs and facilities, as well as planned or implemented revisions to approved solid waste planning documents.
- Diversion Programs – DNSWMA is responsible for the implementation and management of the diversion programs outlined in CalRecycle-approved planning documents (such as the Source Reduction and Recycling Element or an Integrated Waste Management Plan).
- Jurisdiction Review – Every two or four years (depending on compliance status), CalRecycle reviews the progress of each jurisdiction towards the goals of the AB 939 and SB 1016.
- Five-Year Regional Agency Integrated Waste Management Plan Review – Regional Agencies are required to prepare and submit to CalRecycle a Regional Agency Integrated Waste Management Plan (RAIWMP) that includes the Source Reduction and Recycling Element (SRRE), Household Hazardous Waste Element, and Non-disposal Facility Element. The SRRE includes identifying the amount of landfill and/or transformation capacity necessary to dispose of solid waste that cannot be reduced at the source, recycled, or composted.
- 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.

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 POST-CLOSURE PERMITTING, MAINTENANCE, MONITORING, REPORTING AND FINANCIAL ASSURANCE

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.

REGULATORY REQUIREMENTS AND PROGRAMS

CALIFORNIA REGIONAL WATER QUALITY CONTROL BOARD NORTH COAST REGION: ORDER NO. 97-90

- By January 15 of each year, the permittee shall submit an annual report to the Regional Waste Board. The report shall contain both tabular and graphical summaries of the monitoring data obtained during the previous year. The annual report shall also discuss compliance and corrective actions taken or planned which may be needed to bring the facility in full compliance.
- Quarterly volumes or weights of municipal solid waste that are discharged at the site shall be reported to the Regional Waster Bard.
- The water level shall be measured in each well (monitoring wells as described in the Evaluation/Detection Monitoring Program) to determine the groundwater gradient and direction at least semi-annually.
- Representative samples of groundwater from each well shall be collected semiannually on the same schedule as the groundwater gradient sampling.
- Storm water – samples shall be taken three times per year in November, January and March upon receipt of more than one/half inch of rain in a 24-hour period whenever the cumulative rainfall for the preceding seven days was less than one/half inch.
- Surface water – Location S-1, S-2, and S-3 will be sampled in November, January, March, and August.
- Leachate Monitoring – The landfill shall be inspected for leachate seeps monthly during the period October through April.
- General Inspections - The landfill shall be inspected at least monthly (during storm period the landfill shall be inspected at least once per week) during the period October through April for erosion, drainage problems, cover integrity and ponding on top of the landfill.

INDUSTRIAL STORM WATER GENERAL PERMIT

- All facility operators must prepare, retain on site, and implement a Storm Water Pollution Prevention Plans (SWPPS). The SWPP has two major objectives: (1) to help identify the sources of pollution that affect the quality of industrial storm water discharges and authorized non-storm water discharges, and (2) to describe and ensure the implementation of BMPS to reduce or prevent pollutants in industrial storm water discharges and authorized non-storm water discharges.
- All Facility operators are required to:
    - Perform visual observation of storm water discharges and authorized storm water discharges; and
    - Collect and analyze sample of storm water discharges

LOCAL REQUIREMENTS

- 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;

REGULATORY REQUIREMENTS AND PROGRAMS

- Preparing, implementing, and providing related monitoring, reporting, updates and revisions for programs of 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 household hazardous wastes and other materials and products banned from mixed waste disposal;
- 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;
- Exercising all setting and controls on maximum rates to be charged to the public for discard collections services, and solid waste and recycling services in Del Norte County, and other appropriate powers reasonable 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;
- Developing, securing adoption, and implementing Ordinance and programs to control and prosecute illegal dumping and blight in Del Norte County associated with solid waste accumulation and storage; and
- Post-closure maintenance, monitoring, reporting and remediation related to the Crescent City Landfill as required by relevant Orders from the Regional
- Comply with relevant provisions of laws and regulations pertaining to public meeting, ordinance adoption, and governmental operations of a public agency.

Appendix E

Executive Director Activities

Program Manager Activities

R3

Staff Report

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

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

Work Focus Areas	Approx. % of Time	Activities	Comments
Budget Planning, Administration & Audits	22 %	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.	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.

Work Focus Areas	Approx. % of Time	Activities	Comments
Personnel Direction, Management, Negotiation & Reporting	22 %	Direction and management of staff to meet all program goals, objectives and deadlines, and to ensure smooth operation of three transfer stations and various special public service and outreach events. Setting staff schedules for all employees to assure coverage, lunch and breaks as required. Matching staffing to Board direction and regulatory requirements. Providing regular evaluations for the performance of each employee. Negotiating as needed with employee and/or union representatives. Completing personnel action forms. Working with DNC Personnel Department in hiring of new employees, review of job classifications to match DNC pay scales. Coordinating with County Personnel as needed to enable Authority staff to maintain information regarding and access to benefits, periodically confirming compliance with Worker's Comp coverage requirements, accuracy of payroll deductions. Completing incident reports and documentation when employees have a work-related injury. Coordinating attendance for staff and training meetings.	Scheduling is being done by Administrative Assistant Isabel Valdez. We generally work together on vacation requests and staff evaluations. Both Isabel and I work with DNC Personnel for new hires and when there are questions related to workers comp, benefits, or other personnel issues. I conduct nearly all staff and safety meetings. We have not yet had any worker injuries since the former Director's retirement.
Authority Board Communications & Meetings	18 %	Meeting with Chair to set agenda. Coordinating with DNC and contractors for agenda reports and documents, producing or directing staff to produce reports as needed. Communicating with Commissioners as needed on upcoming items. Arranging for meeting, posting, printing and distributing agendas, attending meeting. Following up based on Board direction, directing filing of reports, minutes, resolutions, and ordinances. Review of minutes from prior meeting. Coordinating with legal counsel to follow legal and accepted meeting notice and procedural requirements and practices.	These duties have flowed entirely to me, though I am supported by our Recording Secretary, and Authority staff assists with the printing and assembly of the Board agenda binders. I am taking steps to distribute most agendas via iPads starting in April, in hopes that this will reduce the amount of time needed to print and distribute agendas.

Work Focus Areas	Approx. % of Time	Activities	Comments
Representing Authority in Interactions with other Agencies and Organizations	14%	Ensuring Authority compliance with laws, regulations, and satisfying (and/or negotiating with) regulatory agencies. Discussing alternative approaches toward compliance with oversight agencies (RWQCB, CalRecycle, AQMD, LEA, etc.), such as the current investigations to potentially reduce the WDR Fees imposed by the RWQCB. Communicating and meeting with member and advisory groups such as the Del Norte Solid Waste Task Force, ESJPA, CPSC, CAW, CRRA, SWANA, etc. to remain informed regarding best available compliance practices and upcoming changes in law and regulation. Promoting Authority-supported policies like extended producer responsibility to reduce program costs and/or expand recovery services. Communicating Authority policies and actions and coordinating as needed with State agencies, as well as City, County and tribal boards and departments.	These tasks have shifted completely to my responsibility, but I have little time available to communicate with out-of-County groups. Continuing affiliation with colleagues through ESJPA, CPSC, CRRA, and SWANA improves staff training and awareness of policy and program alternatives, new regulatory requirements. Reduced interaction with these groups diminishes the capacity to address and comment on new recovery systems such as those administered by CARE or PaintCare. The Authority's active participation with CPSC has helped establish these programs and helped make them more practical for rural communities like Del Norte's.
Public and Press Relations & Advertising	7 %	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.	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.

Work Focus Areas	Approx. % of Time	Activities	Comments
Contract Administration & Negotiation – Insurance & bonds	6 %	Translation of policy objectives, rates and fiscal controls, into written provisions in Service Standards, Scopes of Work, Requests for Proposals, Invitations to Bid, Contracts, Change Orders, Ordinances and Resolutions. Reviewing regular reports from contractors. Primary oversight of Transfer station(s) operations and Franchise Collections and contracts, as well as those for legal counsel, recording secretary, external Auditor and Treasurer services. Providing interpretation of contract provisions and rationale for Authority policies therein. Confirming that reporting, insurance and bond requirements of such agreements are current. Providing initial negotiation for Change Orders. Coordinating with legal counsel as needed for contract review and ratification.	These responsibilities have become completely mine. The need for time and focus on policies and language for contracts and change orders varies depending on circumstance and direction from the Board. I have not yet had time to review the compliance with contractor reporting, insurance and bond requirements of our agreements to determine if they are current.
Grants – DOC, OPP, HHW, Reuse, etc.	5 %	Securing DOC block grants and OPP grants through CalRecycle, including adoption of Authorizing Resolutions by the City, County and Authority. Reviewing Notifications of Funding Availability for competitive grants fitting the needs of the Authority. Directing approaches, strategies and resources as needed to secure, implement, and monitor grant-funded programs. Compiling and submitting reports, reimbursement requests, and associated documents as needed.	These responsibilities have become mine, though I have less time to work on these programs than I did prior to the Director's retirement. At this time, the Authority does not have adequate staff to apply for a competitive grant.
Facility & Equipment Management – Financing, Maintenance & Insurance	4 %	Directing staff to identify, select and procure equipment, a vehicle, supplies, and technology as needed. Planning and budgeting for maintenance, insurance, and inventory requirements as needed. Document depreciation expenses as required. Coordinating with Hambro/WSG regarding transfer station improvements, maintenance activities and priorities.	These responsibilities have become mine. I work closely with employee Chuck Steel regarding vehicle repair and maintenance, and with consultant Shawn Slater regarding technology and software. I have not yet documented depreciation expenses nor even reviewed our regular maintenance activities.

Work Focus Areas	Approx. % of Time	Activities	Comments
Ordinances, Code Enforcement, Community Cleanup and Blight Abatement	2 %	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.	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.

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 of the Director's activities would be captured in these descriptions alone. Some

activities related to budget and rate setting are periodic and did not occur in the sample weeks, and others such as competitive grants or specialized contracts may not occur on a regular annual schedule. For these reasons, I have prepared a separate report of the Director's Work Breakdown in which I try to include a description of the annual and periodic activities in each of the Director's work areas.

To assist in this analysis, I have grouped the Director's activities into the following categories:

- Authority Board Communications and Meetings
- Budget Planning, Administration & Audits
- Personnel Management, Direction, Negotiation & Reporting
- Public and Press Relations and Advertising (promotions of used motor oil and beverage container recycling programs, household hazardous waste collection events, as well as community cleanups and solid waste related information)
- Representing Authority interests to other Agencies and Organizations
- Contract Administration and Negotiation - Insurance and Bonds
- Facility & Equipment Management - Financing, Maintenance & Insurance
- Ordinances, Code Enforcement, Community Cleanups and Blight Abatement
- Grants - DOC, OPP, HHW, Reuse, etc.

General activities of the Director that did not result in electronic or written records:

The notes on weekly activities describe those activities of the Director that have a paper or electronic record in the Authority's files for only the three weeks that I had reviewed. Many regular activities of the Director would not result in separate paper or electronic records during those weeks, but any of these could have occurred during the sample weeks, including the following:

- **Authority Board Communications and Meetings**
    - Drafting documents, reports, letters, or spreadsheets that are revised at a later date
    - Reviewing, editing and/or commenting on documents prepared by other Authority staff, legal counsel or contractors

- **Budget Planning, Administration & Audits**
    - Projecting expenses in various budget lines to manage grant budgets, draft future budgets or anticipate need for budget transfers
    - Acting as the fiscal watchdog for the agency, making sure that Authority resources and assets are used appropriately, and charges paid by the Authority are justified in budget, by Board approval, and documentation
    - 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

- **Ordinances, Code Enforcement, Community Cleanup and Blight Abatement**

- In response to complaints regarding illegal dumping and blight abatement: Assessment and oversight of cleanup activities, and periodic approvals waiving disposal charges for volunteer cleanup efforts, frequently in coordination with code enforcement and law enforcement officials

- **Grants - DOC, OPP, HHW, Reuse, etc.**
  - Review of Notices of Funding availability regarding competitive grants for which – subject to Board direction and approval - the Authority could apply, to see if any such opportunities could enhance or expand existing, or establish future, programs or facilities

The Three Weeks Sampled:

Director Kevin Hendrick's work activities for 18-22 March 2013:

- **Authority Board Communications and Meetings**
  - Oversaw the printing, assembly and distribution of the agendas and attachments for the Authority meeting of 26 March 2013,
    - http://www.recycledelnorte.ca.gov/wp/wp-content/uploads/2011/10/130326-DNSWMA-Agenda1.pdf
    - Reviewed Draft Minutes & all Financial/Treasurer's Reports
    - Reviewed and edited all staff reports prepared by the Program Manager
    - Prepared a report regarding Authority revenues
  - Produced a Staff Report regarding the selection of the Authority Public Commissioner
  - Prepared and had printed in the Del Norte Triplicate a notice regarding the application period for those interested in being appointed as the Authority Public Member
- **Budget Planning, Administration & Audits**
  - Reviewed Budget Instructions and Schedule from Del Norte County
  - Projected personnel changes for coming fiscal year
  - Reviewed budget for Hi-Tech Security, considered modifications
- **Personnel Management, Direction, Negotiation & Reporting**
  - Prepared work schedule for all employees for April 2013
  - Prepared staff report on potential longevity increase for Director
  - Projected personnel changes for coming fiscal year
  - Worked on case review for Worker's Comp case for Andrea Wadsworth
  - Arranged for Orientation training of Lisa Babcock and Keith Estes
- **Public and Press Relations and Advertising**
  - Coordinated production of ads related to Earth Arts Fair, one of the Authority's primary face-to-face outreach events
  - 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

<u>Director Kevin Hendrick's work activities for 06-10 May 2013:</u>

- **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

- **Contract Administration and Negotiation - Insurance and Bonds**
    - Reviewed Engagement letter with forensic auditor Don Scanlon
- **Facility & Equipment Management - Financing, Insurance, and Maintenance**
    - Met with DNC Engineer Jim Barnts, DNC Roads Dept. Director Jeff Daniels, LEAs Houawa Moua and Brian McNalley, and Program Manager Ward at the Crescent City Landfill to discuss repair strategies and financing
    - Reviewed erosion repair plan for Crescent City Landfill
    - Renewed office / general liability insurance with Redwoods / Leavitt
    - Coordinated removal of fallen trees at the Klamath Transfer Station
- **Ordinances, Code Enforcement, Community Cleanup and Blight Abatement**
    - Conferred with DNC Code Enforcement Officer (and Boy Scout Troop Master) Dave Mason re. WalMart Cleanup
    - Approved use of Authority-directed bin pulls to support 4th of July celebrations coordinated by the Chamber of Commerce
- **Grants - DOC, OPP, HHW, Reuse, etc.**
    - Communicated with CA Dept. of Conservation, Division of Recycling regarding payment delays associated with their grant programs

<u>Director Kevin Hendrick's work activities for 24-28 June 2013:</u>

- **Authority Board Communications and Meetings**
    - Authority Board meeting on 25 June 2013, minutes attached
- **Budget Planning, Administration & Audits**
    - Board meeting included presentation on the proposed FY 13/14 budget
    - Submitted budget revisions following DNSMWA meeting
    - Began planning for purchase of new server as Microsoft support for XP and other software will expire in April 2014
- **Personnel Management, Direction, Negotiation & Reporting**
    - Calculated contributions for Other Post-Employment Benefits (OPEB) for required reporting
- **Public and Press Relations and Advertising**
    - Directed production of and reviewed Authority advertisement in special supplement printed by the <u>Del Norte Triplicate</u> for the 4th of July activities
- **Representing Authority interests to other Agencies and Organizations**
    - Correspondence with DNC Maintenance Director Ed Fulton and Recology Del Norte regarding materials left outside streetside containers
    - Reviewed the stewardship plan submitted by the Carpet America Recovery Effort (CARE) regarding carpet recycling in California
- **Contract Administration and Negotiation - Insurance and Bonds**
    - Reviewed Hambro/WSG Bond
    - Arranged to present Authority Ordinance 2013-01 for consideration by the Crescent City Council and the Del Norte County Board of Supervisors

- **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 greenhouseh 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 F

Facility/Site Inspection Listings

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

R3

CalRecycle

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 Submit

01 Solid Waste Landfill

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

Inspection Date	CalRecyle 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.

CalRecycle

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

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Phone Number: (916) 341-6411

Search New Facility

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Land Owner: Del Norte County

2012 Submit

01 Solid Waste Landfill

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

Inspection Date	CalRecyle 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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CalRecycle

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

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

2011 Submit

01 Solid Waste Landfill

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

Inspection Date	CalRecyle 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/
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Detail Inspection Enforcement Maps Documents

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

2010 Submit

01 Solid Waste Landfill

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

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

Inspections Data Dictionary

Last updated: Data updated continuously.

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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Land Owner: Del Norte County

2009 Submit

01 Solid Waste Landfill

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

Inspection Date	CalRecyle 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	Areas of Concern
			20790-Leachate Control	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.

CalRecycle

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 Submit

01 Large Volume Transfer/Proc Facility

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

Inspection Date	CalRecyle 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		

CalRecycle

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.

2012 Submit

01 Large Volume Transfer/Proc Facility

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

Inspection Date	CalRecyle 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		

CalRecycle

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

2011 Submit

01 Large Volume Transfer/Proc Facility

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

Inspection Date	CalRecyle 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

CalRecycle

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.

2010 Submit

01 Large Volume Transfer/Proc Facility

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

Inspection Date	CalRecyle 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		

CalRecycle

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.

2009 Submit

01 Large Volume Transfer/Proc Facility

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

Inspection Date	CalRecyle 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.

CalRecycle

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 Submit

01 Limited Volume Transfer Operation

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

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

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

Inspection Date	CalRecyle 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
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Inspection Date	CalRecyle 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		

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Inspection Date	CalRecyle Received	Inspection Program	Regulation	Areas of Concern/Violations
10/05/2009	11/10/2009	LEA Periodic		No Violations or Areas of Concern reported
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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CalRecycle

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

For this facility,please contact Local Enforcement Agency (LEA) below
CalRecycle Contact: Beatrice Poroli
Phone Number: (916) 341-6411

Search New Facility

Detail Inspection Enforcement Maps Documents

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

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

Inspection Date	CalRecyle 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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Land Owner: Del Norte Solid Waste Mgmt. Auth.

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

CalRecycle

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Inspection Date	CalRecyle Received	Inspection Program	Regulation	Areas of Concern/Violations
12/27/2011	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
11/18/2011	03/20/2012	LEA Periodic		No Violations or Areas of Concern reported
10/27/2011	02/01/2012	LEA Periodic		No Violations or Areas of Concern reported
09/09/2011	02/01/2012	LEA Periodic		No Violations or Areas of Concern reported
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2010 Submit

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12/15/2010	01/05/2011	LEA Periodic		No Violations or Areas of Concern reported
12/15/2010	01/06/2011	LEA Periodic		No Violations or Areas of Concern reported
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
10/19/2010	11/23/2010	LEA Periodic		No Violations or Areas of Concern reported
09/22/2010	12/06/2010	LEA Periodic		No Violations or Areas of Concern reported
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
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
03/17/2010	06/23/2010	LEA Periodic		

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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 G

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, including all required reporting.
- ✓ 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, budget transfers, 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.
- ✓ Facilitate the Authority Boards in its financial planning responsibilities assuring the development of plans which will accomplish annual and long-term goals and objective and provide sufficient financial resources to meet capital and operating needs (including financial obligation associated with the Crescent City Landfill and the Del Norte County Transfer Station).
- ✓ Administer grant funds and act as liaison and coordinator in program areas in accordance and cooperation with contract agreements with relevant vendors.

Accounting

- ✓ Oversees the preparation, review, and processing of 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 periodic 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 CalRecycle annual report in cooperation with franchise hauler and transfer station contract operator and submit final annual report.

Manage External Relationships

- ✓ Serve as liaison and coordinate activities between the Authority and other agencies, governmental bodies, groups and organizations, including, but not limited to: Solid Waste Task Force, North Coast Recycling Market Development Zone, and Environmental Services Joint Powers Authority of the Regional Council for Rural Counties.
- ✓ Advise the Authority Board and member jurisdictions concerning issues related to solid waste facilities, programs, rates, and charges.
- ✓ Establish and maintain cooperative relationships with elected officials, staffs, consultants, and the public.

Board Responsibilities

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

Management/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).
- ✓ Oversee, administer, and/or manage all waste and diversion program necessary to achieve the goals and objects set by the Authority Board.

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