

SONOMA COUNTY WASTE MANAGEMENT AGENCY

Meeting of the Board of Directors

October 16, 2013

SPECIAL MEETING
CLOSED SESSION PRIOR TO REGULAR MEETING 8:00 a.m.

Regular Meeting at 9:00 a.m. (or immediately following closed session)

City of Santa Rosa Council Chambers
100 Santa Rosa Avenue
Santa Rosa, CA

Estimated Ending Time 11:30 a.m.

AGENDA

<u>Item</u>	<u>Action</u>
1. Call to Order Regular Meeting	
2. Open Closed Session	
3. PUBLIC EMPLOYEE PERFORMANCE EVALUATION Government Code Section 54957 Title: Executive Director	
4. Adjourn Closed Session	
5. Introductions	
6. Agenda Approval	
7. Public Comments (Items not on the agenda)	
<u>Consent</u> (w/attachments)	Discussion/Action
8.1 Minutes of September 18, 2013 Meeting (Pg. 3)	
8.2 FY 13-14 First Quarter Financial Report (Pg. 12)	
8.3 Waste Characterization Study RFP (Pg. 25)	
8.4 MCR-2 Project Final Report (Pg. 28)	
8.5 MCR-3 Project Proposal (Pg. 37)	

Regular Calendar

9. Proposed Amendment to the Joint Powers Agreement (Pg. 41) Discussion/Action
[Coleson](Attachments) **All**
10. Carryout Bag Ordinance Update (Pg. 45) Discussion/Action
[Carter, Mikus](Attachments) **Contingency**
11. Compost Future Discussion (Pg. 50) Discussion/Action
[Carter, Mikus](Attachments) **Organics**
12. Executive Director Contract (Pg. 88) Discussion/Action
[Coleson](Attachments) **All**
13. Strategic Plan Retreat (Pg.110) Discussion/Action
[Mikus](Attachments) **Contingency**
14. Attachments/Correspondence: (Pg. 125)
 - 14.1 Director's Agenda Notes
 - 14.2 Reports by Staff and Others:
 - 14.2.a October and November 2013 Outreach Events
 - 14.2.b County letter & response, compost inspections
 - 14.2.c Zero-Discharge Correspondence
15. On file w/Clerk: for copy call 565-3579
Resolutions approved in September 2013
16. Boardmember Comments
17. Staff Comments
18. Next SCWMA meeting: November 20, 2013
19. Adjourn

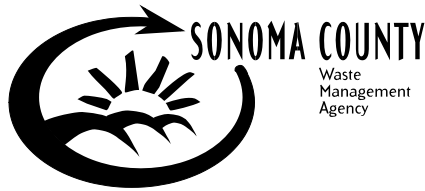
Consent Calendar: These matters include routine financial and administrative actions and are usually approved by a single majority vote. Any Boardmember may remove an item from the consent calendar.

Regular Calendar: These items include significant and administrative actions of special interest and are classified by program area. The regular calendar also includes "Set Matters," which are noticed hearings, work sessions and public hearings.

Public Comments: Pursuant to Rule 6, Rules of Governance of the Sonoma County Waste Management Agency, members of the public desiring to speak on items that are within the jurisdiction of the Agency shall have an opportunity at the beginning and during each regular meeting of the Agency. When recognized by the Chair, each person should give his/her name and address and limit comments to 3 minutes. Public comments will follow the staff report and subsequent Boardmember questions on that Agenda item and before Boardmembers propose a motion to vote on any item.

Disabled Accommodation: If you have a disability that requires the agenda materials to be in an alternative format or requires an interpreter or other person to assist you while attending this meeting, please contact the Sonoma County Waste Management Agency Office at 2300 County Center Drive, Suite B100, Santa Rosa, (707) 565-3579, at least 72 hours prior to the meeting, to ensure arrangements for accommodation by the Agency.

Noticing: This notice is posted 72 hours prior to the meeting at The Board of Supervisors, 575 Administration Drive, Santa Rosa, and at the meeting site the City of Santa Rosa Council Chambers, 100 Santa Rosa Avenue, Santa Rosa. It is also available on the internet at www.recyclenow.org



Agenda Item 8.1

Minutes of September 18, 2013 Meeting

The Sonoma County Waste Management Agency met on September 18, 2013, at the City of Santa Rosa Council Chambers, 100 Santa Rosa Avenue, Santa Rosa, California

Present:

City of Cloverdale
City of Cotati
City of Healdsburg
City of Petaluma
City of Rohnert Park
City of Santa Rosa
City of Sebastopol
City of Sonoma
County of Sonoma
Town of Windsor

Craig Scott
Susan Harvey, Chair
Jim Wood
Dan St. John
John McArthur
Jennifer Phillips
Sue Kelly
Steve Barbose
Shirlee Zane
Debora Fudge

Staff Present:

Counsel
Staff

Janet Coleson
Patrick Carter
Karina Chilcott
Henry Mikus
Lisa Steinman
Rebecca Lankford

Clerk

1. **Call to Order**
The meeting was called to order 9:45 a.m.
2. **Open Closed Session**
The Board convened the closed session in Room 7, Conference Room, of the City of Santa Rosa City Hall.
3. **Closed Session**
There was one topic of discussion at the closed session: Public Employee Performance Evaluation.
4. **Adjourn Closed Session**
No action was taken.
5. **Introductions**
Board Members, Agency staff, and the audience introduced themselves.
6. **Agenda Approval**
There were no changes to the agenda.
7. **Public Comments (items not on the agenda)**
None.

Consent (w/attachments)

- 8.1 Minutes of August 21, 2013
- 8.2 HHW Contract Modifications (PaintCare)
- 8.3 LTF Bylaws Change

Approval of the Consent Calendar was moved by Jim Wood, City of Healdsburg, and seconded by Steve Barbose, City of Sonoma. The motion passed unanimously.

Regular Calendar

9. Carryout Bag Ordinance Update

Patrick Carter, Agency staff, reported that six Agency Board members have direction to vote affirmatively on a countywide carryout bag waste reduction ordinance. Two cities are requesting additional information and while Petaluma and Rohnert Park have yet to be visited; meetings with these cities are anticipated to occur in October. Since the August 21, 2013 Board meeting Agency Staff have met with the City of Cotati (September 11, 2013) and the City of Santa Rosa (September 10, 2013). Santa Rosa expressed legal concerns regarding the ordinance at its City Council Meeting on September 10 and requested that City and Agency staff meet to find solutions. That meeting is scheduled on October 9, 2013. Agency staff will report on the events of this meeting at the October board meeting.

Agency Counsel drafted an agreement that would assign enforcement duties to any participating jurisdiction that opts to not have the Agency enforce the ordinance within their respective borders.

Board Questions

Shirlee Zane, County of Sonoma, asked for details regarding Santa Rosa's issues with the Ordinance. Henry Mikus, Agency Executive Director, responded that Santa Rosa has three specific concerns which will be addressed during the October 9th meeting. Santa Rosa expressed concern regarding the loss of jurisdictional sovereignty by being a part of an ordinance passed by another entity. They have inquired about the possibility of "carving out" their participation in the Agency's regional ordinance while implementing a separate ordinance modeled after the Agency's. They are also concerned about the enforcement of the Ordinance. Mr. Mikus noted that enforcement concerns were not limited to Santa Rosa. There are multiple jurisdictions who would like to practice self-enforcement. In 2012, an option was presented to the Agency's member jurisdictions in which any jurisdiction which chose to self enforce could do so by adopting the Ordinance after the Agency had adopted it.

Ms. Zane asked what would happen to the JPA's smaller cities if Santa Rosa were not to support the Agency's Ordinance. Mr. Mikus responded that a unanimous vote is needed to enact the Ordinance; if Santa Rosa is unwilling to vote in favor of a regional ordinance the Agency would be unable to enact one. The inability to enact a regional ordinance would result in each Agency member having to enact their own individual ordinance. Mr. Mikus stated that a number of Agency members have indicated that due to cost and resource limitations it would be difficult, and unlikely, for their jurisdictions to formulate and pass an ordinance similar to what the Agency has presented.

Ms. Zane asked if a model existed in which a JPA had been successful in enacting a regional ordinance on plastic bags. Janet Coleson, Agency Counsel, replied that the San Luis Obispo County Integrated Waste Management Authority had enacted a similar ordinance in 2012. Ms. Zane inquired as to whether the Authority had been sued in response to this ban; Ms. Coleson replied that they had been sued by a plastic bag manufacturer which ultimately was decided in

San Luis Obispo's favor, but was not sued by any of its members in regards to authoritative issues.

Ms. Zane thinks the public needs to know that ordinances like this have successfully enacted in many other jurisdictions, that a vote against this ordinance by Santa Rosa would have consequences on other JPA member jurisdictions, that she believes Sonoma County has become behind the curve on this issue, and that she does not believe that the passage of this Ordinance will be a real legal threat.

Chair Susan Harvey, City of Cotati, noted that if each jurisdiction were to enact their own ordinance it would produce an environment that would be unclear to residents. Ms. Harvey believes that as a small city with limited resources a plastic bag ban ordinance would simply not rise on the priority list in Cotati, nor would it be feasible in most of the other smaller cities.

Dan St. John, City of Petaluma, asked for clarification regarding the idea of a "carve out" within the Ordinance. Ms. Coleson responded that there are two distinct issues that seem to be getting confused; the "carve out" and enforcement. Enacting an ordinance would be a major program expansion which requires a unanimous vote of its members. The enforcement issue has been addressed by allowing cities to enter into an additional agreement with the Agency, at this time it is unclear why Santa Rosa as not accepted this as a viable option. Agency staff has been in contact with the City of San Jose, as this Ordinance was modeled after theirs; Agency Counsel is unaware of any occurrence of enforcement type issues.

Mr. St. John inquired why the Agency simply could not adopt an ordinance that essentially carves out jurisdictions who want to enact an ordinance individually. Mr. St. John referenced zoning ordinances and other regulations that have geographical limitations. Ms. Coleson replied that as the JPA has been interpreted it does not currently allow for such a "carve out"; the jurisdictional authority of the Agency is throughout the entire County; enforcement could be delegated to jurisdictions that wish to do so themselves.

Mr. St. John inquired about the possibility of amending the JPA to include language that will provide the Agency members with the authority their respective city attorneys have deemed important. Ms. Coleson responded that this would be an option and noted that a renewal document has been drafted and circulated to Agency members which may cause the amendment to get lost amongst other renewal issues. Mr. St. John would like to ensure that the Agency explores additional options in resolving these issues.

Mr. Barbose spoke in support of Mr. St. John's questions. Mr. Barbose stated he would hate to see the Agency become so entrenched in the original vision of the Ordinance that it becomes unwilling to change the vision. Mr. Barbose also noted that there are various changes that should take place assuming that the Agency and the JPA are renewed in 2017. He would like to know if in the interim a simple addendum be included in the JPA indicating that the nine cities and the County agree that the agreement is specifically amended to include explicit authority to adopt a plastic bag ban. Ms. Coleson responded that the amendment and addendum would be an option.

Deborah Fudge, Town of Windsor, shared that this process has been frustrating and disturbing, particularly with issues raised at the eleventh hour. She would like the Agency to continue trying to address the issues some of the cities are expressing.

Sue Kelly, City of Sebastopol, suggested that the Ordinance will not happen in the smaller cities individually where there is a lack of financial ability and staff time.

Jennifer Phillips, City of Santa Rosa, clarified she has discussed the ramifications of not participating in the Ordinance with the Santa Rosa City Council, they are aware of what their decisions could mean for other jurisdictions. Ms. Phillips also addressed Ms. Fudge's concern of these issues coming about in the eleventh hour; Ms. Phillips noted that the Santa Rosa City Council and Santa Rosa City Attorney have both expressed concerns regarding the Ordinance for the last two years. Ms. Phillips also wished to make it clear that while Santa Rosa has no desire to stall the process, they have been waiting for the final decision regarding their ability to adopt a model ordinance or a regional ordinance themselves.

Ms. Zane asked if Santa Rosa had discussed the cost of enacting their own ordinance. Ms. Phillips replied that while hard numbers had not been discussed, they have discussed potential costs. Ms. Phillips also noted that while a majority of the work the Agency has completed thus far would be able to be used by the cities, if they were to enact their own ordinances there would still be a considerable amount of work to be conducted by the cities/county. Ms. Zane suggested that ordinances enacted by individual cities would be lengthy, more costly, and would prevent other smaller jurisdictions from implementing an ordinance at all. Ms. Zane also stated that she had received a phone call from Tim James, a representative of the California Grocers Association, stating that locally owned grocery stores throughout Sonoma County are enthusiastic supporters of a plastic bag ban as they spend a great deal of money on purchasing plastic bags each year; a plastic bag ban will have a significant and positive impact on local grocers.

Ms. Harvey expressed an interest in finding a solution. Ms. Harvey noted that citizens have expressed to her their desire to have a consistent ordinance to follow throughout the county.

Ms. Coleson noted that she would present the possibility to amending the JPA agreement to Santa Rosa when they meet in October. Mr. St. John and John McArthur, City of Rohnert Park, also support this proposal.

Ms. Zane expressed concern that a couple city attorneys that are driving a policy issue that has been vetted by and desired by the entire county, the public, grocers, business interests and environmental interests.

Public Comment

Ernie Carpenter, consultant, believes the Ordinance is being "over-lawyered". He stated that the Agency Board should push the Ordinance forward in the format that is desired. The Board needs to direct Agency Counsel to proceed in the manner they wish, despite potential objections from Counsel. The Agency's business shouldn't be held up due to "over-lawyering". His interpretation of the Agency bylaws is there is no language that would prevent the Agency from proceeding with the Ordinance.

Board Discussion

None

Staff and Agency Counsel were directed to prepare a draft Amendment to the JPA Agreement that addressed the ability of the Agency to enact ordinances, and provided the ability for member jurisdictions to elect to not participate in Agency programs including ordinances.

10. Report on Compost Site Analysis

Mr. Mikus drew the Board's attention to a handout that had been distributed to Board members prior to the commencement of this meeting which included the appraisal cover letter for Site 40, an Analysis of Cost for Site 40 and the Central Disposal Site Alternative, as well as a letter from Lozeau Drury LLP, the law firm representing Renewed Efforts of Neighbors Against Landfill Expansion (RENALE).

Based on the direction given by the Agency Board at the August meeting Agency Staff investigated seven (7) items: greenhouse gas Emissions (GHG), costs at nearby competing facilities, food waste capacity, Fire Code restrictions, project timeline for each site, storm water regulatory requirements for Site 40, and Site 40 appraisal for purchase or lease.

Mr. Mikus reported the Draft and Recirculated Draft Environmental Impact Reports contained analyses of GHG for Site 40 and the Central Site Alternative. While the respective analyses were not directly comparable, a brief further analysis concludes that there were expected to be 1,490 metric tons per year of net emissions for Site 40 and 818 metric tons per year for the Central Site Alternative, a difference of 672 metric tons. The Bay Area Air Quality Management District (BAAQMD) had a GHG threshold of 1,100 metric tons; due to litigation the threshold was not being implemented at the time the report was prepared. However, due to the need of a standard the Agency's consultant used the threshold of 1,100 metric tons in the EIR.

Ms. Zane asked Agency Staff to follow up with BAAQMD regarding GHG thresholds.

The use of the 1,100 metric ton threshold indicated that mitigation would be needed for Site 40 but not for the Central Site Alternative. Mitigation could be completed in several different ways, including the purchase of offsets or by conducting on-site operations which could reduce the need for off-sets.

Mr. Mikus reported that Agency Staff contacted nearby competing facilities for an analysis of tip fees. The chart presented to the Board also included the number of miles from the Central Disposal Site to provide an idea of the travel required to these sites.

Mr. St. John suggested that the County's convenience fee and the Agency surcharge should be applied equally on both the Central Compost Site Alternative and Site 40. Mr. Mikus acknowledged the concern but felt that the issue had not received attention from the Board previously and the Board should understand the ramifications of the inclusion of the County convenience fee on organic materials.

Mr. Mikus reported that Agency Staff revisited the issue of site capacity for food waste. Agency Staff contacted other facilities as well as Gore, the manufacturers of the process that would be utilized, that 35% rate of food waste is what works. Analysis indicates both Site 40 and the Central Disposal Site Alternative would be able to accommodate the anticipated food waste.

Mr. Mikus reported that Agency Staff along with Sonoma Compost Staff met with the Sonoma County Fire Marshal and a representative from the Rancho Adobe Fire District to discuss the Aerated Static Piles (ASP) with the "pony walls". The California Fire Code has set a limit of 25'H x 150'W x 250'L for piles and materials associated with composting. The areas planned at the future facility are within the regulation. The specific concern regarding the construction and implementation of the "pony walls" was addressed with the County Fire Marshal and the Rancho Adobe representative.

Mr. Mikus reported that the project timelines for Site 40 as well as the Central Disposal Site Alternative were reviewed and determined the time frame to be between 37 and 40 months, including land acquisition through construction as well as transition.

Mr. St. John asked if the assumption was made that the land acquisition of Site 40 would be completed prior to the start of hard design. Mr. Mikus responded affirmatively.

Ms. Philips inquired about the permitting process for Site 40 and what involvement the City of Petaluma may have in the process. Mr. Mikus responded that the site is in unincorporated Sonoma County and therefore the process would involve solely the County. Mr. St. John noted that the City of Petaluma would likely weigh in on the process as it nears.

Mr. Barbose asked if while determining the project time line was the assumption made that the Agency would be working with a willing seller and an easily obtained agreed upon price for Site 40. Mr. Mikus responded affirmatively.

Mr. Mikus reported that Agency staff have researched storm water regulatory requirements and came to the understanding that some activities, such as treatment and discharge of compost contact water may be allowed in the San Francisco Bay Area region and not in the North Coast region.

Mr. St. John asked for clarification regarding what the North Coast and Bay Area Regional Water Quality Control Board requires for retention. Mr. Mikus responded that the NCRWQCB requires retention capabilities for events up to a 25 year storm; the SFRWQCB requires about the same volume of water but the primary difference is what can be done with the water, being allowed to treat and discharge the water makes the requirement much easier. Mr. St. John expressed disbelief that there would be significant concerns about water quality from this facility during a 25-year event; he asked for additional information regarding water quality issues and requirements.

Mr. Mikus reported that an appraisal of the purchase/lease costs of Site 40 had been completed. The property has previously been listed at a price of \$6.4 million; the appraised price was \$4.85 million. The appraised purchase price for 50 acres of Site 40 was \$500,000. A long term lease for 50 acres of pasture land was determined to be \$19,500 per year for the full site.

Ms. Harvey noted that in the staff report regarding the Compost Site Analysis from the August 21, 2013 meeting stated "the Central site would likely be available at no charge"; she questioned what assurance the Agency had that the site would be available at no charge. The legal assurance provided within the current JPA agreement will expire with the current agreement in 2017.

Board Questions

Mr. St. John noted that he was surprised that the annual rental costs were appraised at less than 1% of the land value. He asked for information regarding how the upfront costs were annualized for financial evaluation. Mr. Mikus responded that the up-front costs were amortized on a 25 year schedule with a set interest rate.

Mr. St. John asked for clarification as to what ASP systems Agency staff has considered. Specifically, were both "walled" and conventional systems being considered? Mr. Mikus responded that either a walled or regular ASP could be utilized at Site 40.

Mr. Barbose inquired if the appraiser had taken into account any devaluation of the property because of its use as a compost site. Mr. Mikus responded that he was unaware of any application of devaluation. Mr. Barbose asked if Agency staff had met with the owners of Site 40 or their agent to discuss their willingness to accept the appraiser's figures, as they were

considerably lower than numbers previously discussed. Mr. Mikus replied that no discussions had occurred with Site 40 representatives regarding the appraisal.

Ms. Harvey asked if the large pond on Site 40 would be included in the lease agreement, as it would be with the purchase of the property. Mr. Mikus responded that it would be dependent on what we specifically lease, it could be negotiated.

Ms. Harvey asked if the Agency had been guaranteed the use of water from the wells at the Central Disposal Site on a fee basis. Mr. Mikus confirmed that this is in the current agreement between the Agency and the County and is planned to carry over to the Alternative Site.

Ms. Harvey expressed concerns regarding the leachate line. The cost of the line was not well defined and could potentially make the Central Disposal Site cost prohibitive. She requested additional information on the pipeline. Mr. Mikus reported that he had spoken with Director Klassen two to three weeks prior to today at which time she had no updates to provide. Mr. Mikus noted his concern regarding wording in the Master Operating Agreement that could potentially make the Agency financially responsible for not only maintenance of the line but also repairs. Ms. Zane noted that an analysis of the leachate line indicated that the County only uses 10% of the line; she does not believe the costs will become astronomical.

Ms. Harvey inquired as to what the process and timeline would be if changes in land use and zoning regulations were needed at Site 40. Ms. Coleson responded that after a brief conversation with Sonoma County Counsel it was determined the Agency may be exempt from County zoning regulations. Ms. Zane noted that the political reality is that it is unlikely a land use change would be approved.

Mr. St. John asked to confirm that the analysis was to verify the pond could be drained within a 24 hours period after it became full during a 25-year event. Mr. Mikus stated the available capacity of the pipeline which could be used by the Agency to drain the approximately 4 million gallons of retained water would take between 7 and 10 days.

Ms. Kelly supported Ms. Harvey's interest in knowing the costs that will or maybe associated with the leachate line and the ramifications to the Agency if there is a failure.

Public Comments

Nea Bradford, resident, discussed concerns regarding air quality and the monitoring of air quality, asserting that bio-aerosols are associated with compost sites and that bio-aerosols have been associated with health issues. Ms. Bradford believes that monitoring and resolution of bio-aerosol issues should be considered when planning for the future operating costs of a compost site.

Roger Larsen, resident and RENALE representative, submitted documents to the Board on behalf of RENALE as prepared by the law offices of Lozeau and Drury LLP. Mr. Larsen stated that staff has weighed numerous public and environmental health considerations which have indicated that Site 40 is a better location than the Central Disposal Site Alternative; he would like to encourage the Board to vote following this information. Mr. Larsen noted the ponds at the Central Disposal Site backed up in 2012 after 18 inches of rain throughout an entire month; it was not a 25-year event. Mr. Larsen also provided the Board with an additional handout regarding the Central Disposal Site Alternative being too small from both a safety and operability standpoint.

Martin Mileck, Cold Creek Compost, his company has been held to a zero discharge since they began operating. He does not believe an operation should be operating if they cannot

achieve and maintain the zero discharge requirements. Mr. Mileck also noted that the Healdsburg Transfer Station is about as far away from the Central Disposal Site as it is from the Cold Creek site; and Cold Creek would be capable of accepting and processing Healdsburg's green and food waste.

Board Discussion

Ms. Zane inquired what Site 40 is currently zoned for. Mr. Mikus responded that it is Agricultural. Ms. Zane informed Staff and the Board the previous week the Sonoma County Board of Supervisors voted to be extremely protective and restrictive of agricultural lands in terms of any type of development on them. This also means they will be restrictive in their permitting and rezoning practices. She does not believe Site 40 will be feasible with the stance the Sonoma County Board of Supervisors has taken regarding agricultural land.

Mr. St. John asked if the EIR had looked at taking material to other existing facilities. Mr. Mikus replied it did not but the Agency had investigated this option. Two years ago Agency Staff conducted an analysis regarding the utilization of other existing facilities. The analysis determined that the option was cost prohibitive due to hauler's costs.

At the direction of the Board Chairperson, Mr. Mikus addressed what the next steps for this process would be. Mr. Mikus stated that if the Board felt they had enough information to make a choice, the next step would be to select a site then direct Agency Counsel to prepare the documents needed to certify the EIR and formally select the project.

Ms. Phillips stated that there was a long list of unresolved questions and she was not prepared to make a decision today.

Ms. Kelly asked what the consequences of delaying the decision would be. Mr. Mikus replied that there were none he was aware of. Mr. Mikus stated this will be a big decision for the Board to make; once the process is started other things will begin to happen and other issues will have to be addressed, such as the future of the Agency. Mr. Mikus noted in order to be effective, the Agency will need to be able to establish agreements and contracts for periods longer than several months.

Ms. Fudge stated she sees pros and cons with both sites. While there are issues with the Central Disposal Site Alternative, she cannot make a decision in favor of Site 40 knowing there would be an increase in GHG emissions.

Mr. Barbose supported Ms. Fudge's concerns about GHG at Site 40. He also expressed some concerns with the current Site 40 analysis as some of the costs are unknown as well as the potential of eminent domain as it is unpopular and politically very difficult. The political feasibility of obtaining Site 40 for the desired use sounds slim at this time. He stated is not ready to make a decision at this time.

Ms. Zane reiterated that the political reality will not allow this project to move on at Site 40. She wants to make a decision sooner than later as she is concerned the Agency may not meet its diversion goals if too much time is spent deliberating between the two sites.

Mr. St. John suggested due that the Agency move one or both sites into the preliminary engineering process. Doing so would allow the Agency to move away from some of the conceptual ideas and closer to hard/ actual plans.

Ms. Zane asked Agency Staff to follow up with BAAQMD regarding GHG thresholds.

Ms. Harvey asked that costs associated with the leachate line be included in the cost analysis of the Central Disposal Site Alternative.

Mr. St. John would like to have the haulers contacted with costs included in the site comparisons; wants to ensure hauling costs will not be cost prohibitive.

Ms. Fudge asked for more information regarding GHG offsets at Site 40; would like to know what options are available to have increase in emissions be as close to zero as possible.

Ms. Harvey confirmed there would be no decision today.

Agency staff received the following directions:

Develop GHG offset calculations

Develop potential cost for leachate line and associated operations

Have transportation costs vetted by haulers

Obtain information on land use and zoning at Site 40

Discuss appraisal with Site 40 owner/agent

Availability of Central at no cost

Basic grading at Central for free

11:55 Ms. Zane left

Ms. Coleson verified that Section 5 of the current JPA addresses the Agency's right to a site at Central Landfill, however, that only lasts as long as the current JPA does. County Counsel informed Ms. Coleson not to include a similar provision in the JPA renewal agreement. This means that the right to a site at Central only extends through the end of this JPA agreement.

Agency staff was asked to investigate the issue regarding Rohnert Park and the leachate line.

11. Executive Director Contract

Continued until October 2013 meeting.

12. Attachments/Correspondence:

12.1 Director's Agenda Notes

12.2 Reports by Staff and Others:

12.2.a September and October 2013 Outreach Events

13. On File w/Clerk

Resolutions approved in May 2013

2013-007: Clean Harbors Agreement Extension

2013-008: Confirming Regular Meeting Schedule

16. Next SCWMA meeting: October 16, 2013

17. Adjourn

The meeting was adjourned at 11:58 p.m.

Distributed at meeting:

Handout from Roger Larsen

Submitted by

Rebecca Lankford



Agenda Item #: 8.2
Cost Center: All
Staff Contact: Carter
Meeting Date: 10/16/2013

ITEM: FY 13-14 First Quarter Financial Report

I. BACKGROUND

In accordance with the requirement in the joint powers agreement the Sonoma County Waste Management Agency (SCWMA) staff make quarterly reports to the Board of Directors of Agency operations and of all receipts to and disbursements from the SCWMA, this report covers the First Quarter of FY 13-14 (July, August, and September, 2013).

II. DISCUSSION

The First Quarter Financial Report uses information from the County accounting system, Financial Account and Management Information System (FAMIS), for expenditures and revenues. The FY 2013-14 First Quarter Financial Report contains the actual amounts spent or received to date at the end of the quarter, the projected revenues and expenses, the adjusted budget, and the difference between the budget and the projections. With limited information (the first quarter of the fiscal year), this financial report is narrow in scope. For example, Tipping Fee Revenue only included two months' payments for the HHW, Education, and Planning cost centers and no payments for the Wood Waste and Yard Debris cost centers.

Revenues are expected to meet Budget targets.

With regard to expenditures, Administration Costs are projected to be under budget due to a staff vacancy.

A better picture of the SCWMA's financial situation will be presented after the end of the 2nd Quarter, in the Mid-Year Financial Report.

III. RECOMMENDED ACTION / ALTERNATIVES TO RECOMMENDATION

Staff recommends approving the FY 2013-14 First Quarter Financial Report on the Consent Calendar.

IV. ATTACHEMENTS

First Quarter Financial Report FY 2013-14 Revenue and Expenditure Comparison Summary

Approved by: _____
Henry J. Mikus, Executive Director, SCWMA

**First Quarter 13-14 Revenue and Expenditure Summary and Projection
Sonoma County Waste Management Agency**

Indices

799114, 799213, 799312, 799411, 799510
799619, 799221, 799320, 799338, 799718

Prepared by: Patrick Carter

E. D.:

Henry Mikus, Executive Director

A. Summary of Projections

	FY 13-14 Adopted Budget	Adjustment	FY 13-14 Budget	FY 13-14 Projection	Over/(Under) Budget
Total Revenues	5,563,593	0	5,563,593	5,563,593	0
Total Expenditures	5,695,818	0	5,695,818	5,583,189	(112,629)
Net Cost	132,225	0	132,225	19,596	(112,629)

B. Summary of Revenues

	Actual July-Sept 13	Revenue Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/(Under) Budget
Interest on Pooled Cash	0	47,175	47,175	47,175	0
State-Other	5,696	279,777	285,473	285,473	0
Tipping Fee Revenue	858,220	3,817,180	4,675,400	4,675,400	0
Other Sales	0	15,000	15,000	15,000	0
Miscellaneous Revenue	0	5,000	5,000	5,000	0
Donations/Reimbursements	43,347	335,703	379,050	379,050	0
OT-Within Enterprise	0	156,495	156,495	156,495	0
Total Revenues	907,263	4,656,330	5,563,593	5,563,593	0

C. Summary of Expenditures

	Actual July-Sept 13	Expenditure Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/(Under) Budget
Liability Insurance	0	9,689	9,689	9,689	0
Memberships	4,000	1,650	5,650	5,650	0
Miscellaneous Expenses	0	5,000	5,000	5,000	0
Office Expense	3,317	13,533	16,850	16,850	0
Professional Services	15,544	221,679	237,223	237,223	0
County Services	0	17,501	17,501	17,501	0
Contract Services	523,611	3,708,451	4,232,062	4,232,062	0
Administration Costs	77,802	610,032	687,834	800,483	(112,649)
Engineering Services	0	7,500	7,500	7,500	0
Legal Services	7,049	54,951	62,000	62,000	0
Accounting Services	0	9,946	9,946	9,946	0
Audit Services	0	21,000	21,000	21,000	0
Advertising	999	11,001	12,000	12,000	0
Rents/Lease - Equipment	218	2,242	2,460	2,460	0
Rents/Leases	1,350	35,275	36,625	36,625	0
Enforcement Agency	0	35,400	35,400	35,400	0
Professional Development	0	1,500	1,500	1,500	0

C. Summary of Expenditures (cont.)

	Actual	Expenditure	Total	Budget	Over/(Under)
	July-Sept 13	Estimated	Estimated	FY 13-14	Budget
	July-Sept 13	Oct 13-June 14	FY 13-14	FY 13-14	Budget
Textbook/Tuition	0	2,400	2,400	2,400	0
County Car Expense	148	2,852	3,000	3,000	0
Travel Expense	0	0	0	0	0
Unclaimable County	20	0	20	0	20
Data Processing	3,085	15,225	18,310	18,310	0
DP-Supplemental	0	0	0	0	0
Total Supplies and Services	637,143	4,786,827	5,423,970	5,536,599	(112,629)
OT-Within Enterprise	0	156,495	156,495	156,495	0
OT-Between Enterprise (ISD)	0	2,724	2,724	2,724	0
Total Other Charges	0	159,219	159,219	159,219	0
Total Expenditures	637,143	4,946,046	5,583,189	5,695,818	(112,629)

D. Summary of Net Costs

	Actual	Net Cost	Total	Budget	Over/(Under)
	July-Sept 13	Estimated	Estimated	FY 13-14	Budget
	July-Sept 13	Oct 13-June 14	FY 13-14	FY 13-14	Budget
Net Cost	(270,120)	289,716	19,596	132,225	(112,629)

Sonoma County Waste Management Agency
First Quarter 13-14 Revenue and Expenditure Summary and Projection
Wood Waste Detail

799114

Revenues

Sub-object	Description	Actual July-Sept 13	Revenue Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
1700	Interest on Pooled Cash		301	301	301	0
2901	Tipping Fee Revenue	42,621	128,229	170,850	170,850	0
4020	Other Sales		5,000	5,000	5,000	0
4102	Donations/reimbursements		5,000	5,000	5,000	0
Total Revenues		42,621	138,530	181,151	181,151	0

Expenditures

Sub-object	Description	Actual July-Sept 13	Expenditure Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
6103	Liability Insurance		291	291	291	0
6521	County Services		525	525	525	0
6540	Contract Services	28,906	131,242	160,148	160,148	0
6573	Administration Costs	1,950	4,802	6,752	6,752	0
6629	Accounting Services		955	955	955	0
6630	Audit Services		500	500	500	0
7400	Data Processing	535	2,675	3,210	3,210	0
Total Services and Supplies		31,391	140,990	172,381	172,381	0
8624	OT-Within Enterprise		8,317	8,317	8,317	0
8648	OT-Between Enterprise		454	454	454	0
Total Other Charges		0	8,771	8,771	8,771	0
Total Expenditures		31,391	149,761	181,152	181,152	0

Overview

At this time, all items are expected to meet budget.

Sonoma County Waste Management Agency
First Quarter 13-14 Revenue and Expenditure Summary and Projection
Yard Waste Detail

799213

Revenues		Revenue		Total	Budget	Over/ (Under)
Sub-object	Description	Actual July-Sept 13	Estimated Oct 13-June 14	Estimated FY 13-14		
1700	Interest on Pooled Cash		4,537	4,537	4,537	0
2901	Tipping Fee Revenue	553,651	2,552,649	3,106,300	3,106,300	0
4020	Other Sales		10,000	10,000	10,000	0
4102	Donations/Reimbursement		5,000	5,000	5,000	0
Total Revenues		553,651	2,572,186	3,125,837	3,125,837	0

Expenditures		Expenditure		Total	Budget	Over/ (Under)
Sub-object	Description	Actual July-Sept 13	Estimated Oct 13-June 14	Estimated FY 13-14		
6103	Liability Insurance		5,814	5,814	5,814	0
6400	Office Expense	243	1,757	2,000	2,000	0
6521	County Services		10,500	10,500	10,500	0
6540	Contract Services	471,903	2,221,197	2,693,100	2,693,100	0
6573	Administration Costs	24,864	125,000	149,864	210,374	(60,510)
6610	Legal Services		5,000	5,000	5,000	0
6629	Accounting Services		4,588	4,588	4,588	0
6630	Audit Services		5,000	5,000	5,000	0
6820	Rents/Leases - Equipment	218	2,242	2,460	2,460	0
7062	Enforcement Agency Fee		35,000	35,000	35,000	0
7110	Professional Development		1,500	1,500	1,500	0
7130	Tuition/Textbook		600	600	600	0
7301	County Car	148	2,852	3,000	3,000	0
7309	Unclaimable County	20	0	20	0	20
7400	Data Processing	912	4,558	5,470	5,470	0
Total Services and Supplies		498,308	2,425,608	2,923,916	2,984,406	(60,490)
8624	OT-Within Enterprise		140,523	140,523	140,523	0
8648	OT-Between Enterprise (ISD)		908	908	908	0
Total Other Charges		0	141,431	141,431	141,431	0
Total Expenditures		498,308	2,567,039	3,065,347	3,125,837	(60,490)
Net Cost		(55,343)	(5,147)	(60,490)	0	(60,490)

Expenditures

Administration Costs is projected to be below budget estimates due to the position vacancy.

Overview

At this time, all items except Administration Costs are expected to meet budget.

**Sonoma County Waste Management Agency
First Quarter 13-14 Revenue and Expenditure Summary and Projection
Household Hazardous Waste Detail**

799312

Sub-object	Revenues		Revenue		Total	Over/ (Under) Budget
	Description	Actual July-Sept 13	Estimated Oct 13-June 14	Estimated FY 13-14	Budget FY 13-14	
1700	Interest on Pooled Cash		1,743	1,743	1,743	0
2500	State-Other		150,473	150,473	150,473	0
2901	Tipping Fee Revenue	213,092	961,438	1,174,530	1,174,530	0
4102	Donations/Reimbursement	40,606	300,836	341,442	341,442	0
4624	OT-Within Enterprise			0	0	0
Total Revenues		253,698	1,414,490	1,668,188	1,668,188	0

Sub-object	Expenditures		Expenditure		Total	Over/ (Under) Budget
	Description	Actual July-Sept 13	Estimated Oct 13-June 14	Estimated FY 13-14	Budget FY 13-14	
6103	Liability Insurance		2,955	2,955	2,955	0
6280	Memberships	4,000	1,500	5,500	5,500	0
6400	Office Expense	342	1,658	2,000	2,000	0
6500	Professional Services	730	134,261	134,991	134,991	0
6521	County Services		5,338	5,338	5,338	0
6540	Contract Services	15,529	1,225,271	1,240,800	1,240,800	0
6573	Administration Costs	24,075	189,814	213,889	213,889	0
6610	Legal Services		5,000	5,000	5,000	0
6629	Accounting Services		2,201	2,201	2,201	0
6630	Audit Services		7,500	7,500	7,500	0
6785	Advertising	999	11,001	12,000	12,000	0
6840	Rents/Leases - Buildings	1,350	28,650	30,000	30,000	0
7062	Enforcement Agency Fees		400	400	400	0
7130	Textbook/Tuition Reimburse		600	600	600	0
7400	Data Processing	535	2,675	3,210	3,210	0
Total Services and Supplies		47,560	1,618,824	1,666,384	1,666,384	0
8624	OT-Within Enterprise		1,350	1,350	1,350	0
8648	OT-Between Enterprise (ISD)		454	454	454	0
Total Other Charges		0	1,804	1,804	1,804	0

Total Expenditures		47,560	1,620,628	1,668,188	1,668,188	0
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Net Cost		(206,138)	206,138	0	0	0
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Overview

At this time, all items are expected to meet budget.

Sonoma County Waste Management Agency
First Quarter 13-14 Revenue and Expenditure Summary and Projection
Education Detail

799411

Revenues

Sub-object	Description	Actual July-Sept 13	Revenue Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
1700	Interest On Pooled Cash		485	485	485	0
2500	State-Other	5,696	129,304	135,000	135,000	0
2901	Tipping Fee Revenue	43,570	145,194	188,764	188,764	0
4040	Miscellaneous Revenue		5,000	5,000	5,000	0
4102	Donations/Reimbursement	2,313	20,981	23,294	23,294	0
4624	OT-Within Enterprise			0	0	0
Total Revenues		51,579	300,964	352,543	352,543	0

Expenditures

Sub-object	Description	Actual July-Sept 13	Expenditure Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
6103	Liability Insurance		581	581	581	0
6280	Memberships		150	150	150	0
6300	Miscellaneous Expense		5,000	5,000	5,000	0
6400	Office Expense	2,732	8,118	10,850	10,850	0
6500	Professional Services	14,814	87,418	102,232	102,232	0
6521	County Services		1,050	1,050	1,050	0
6540	Contract Services	390	27,624	28,014	28,014	0
6573	Administration Costs	14,083	135,000	149,083	164,467	(15,384)
6610	Legal Services	4,806	15,194	20,000	20,000	0
6629	Accounting Services		1,819	1,819	1,819	0
6630	Audit Services		3,000	3,000	3,000	0
6840	Rents/Leases - Buildings/Improve		6,625	6,625	6,625	0
7130	Textbook/Tuition Reimburse		1,200	1,200	1,200	0
7400	Data Processing	568	2,642	3,210	3,210	0
7415	DP-Supplemental			0	0	0
Total Services and Supplies		37,393	295,421	332,814	348,198	(15,384)
8624	OT-Within Enterprise		3,891	3,891	3,891	0
8648	OT-Between Enterprise (ISD)		454	454	454	0
Total Other Charges		0	4,345	4,345	4,345	0
Total Expenditures		37,393	299,766	337,159	352,543	(15,384)
Net Cost		(14,186)	(1,198)	(15,384)	0	(15,384)

Expenditures

Expenditures are expected to meet projections except for administration costs due to a vacancy for a portion of the Fiscal Year. The position is now filled.

Overview

Though it is difficult to project revenues with two payments of tipping fees, the Education cost center is projected to have a surplus due to the staff vacancy for a portion of the year.

**Sonoma County Waste Management Agency
First Quarter 13-14 Revenue and Expenditure Summary and Projection
Diversion Detail**

799510

Expenditures

Sub- object	Description	Actual July-Sept 13	Expenditure Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
8624	OT-Within Enterprise		0	0	0	0
	Total Other Charges	0	0	0	0	0
	Total Expenditures	0	0	0	0	0
	Net Cost	0	0	0	0	0

Overview

There is no financial activity anticipated for this cost center in FY 13-14.

Sonoma County Waste Management Agency
First Quarter 13-14 Revenue and Expenditure Summary and Projection
Planning Detail

799619

Revenues

Sub-object	Description	Actual July-Sept 13	Revenue Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
1700	Interest on Pooled Cash		20	20	20	0
2901	Tipping Fee Revenue	5,286	29,670	34,956	34,956	0
4102	Donations/Reimbursement	428	3,886	4,314	4,314	0
Total Revenues		5,714	33,576	39,290	39,290	0

Expenditures

Sub-object	Description	Actual July-Sept 13	Expenditure Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
6103	Liability Insurance		48	48	48	0
6521	County Services		88	88	88	0
6573	Administration Costs	1,277	20,416	21,693	21,693	0
6610	Legal Services		10,000	10,000	10,000	0
6629	Accounting Services		383	383	383	0
6630	Audit Services		1,000	1,000	1,000	0
7130	Textbook/Tuition			0	0	0
7400	Data Processing	535	2,675	3,210	3,210	0
Total Services and Supplies		1,812	34,610	36,422	36,422	0
8624	OT-Within Enterprise		2,414	2,414	2,414	0
8648	OT-Between Enterprise (ISD)		454	454	454	0
Total Other Charges		0	2,868	2,868	2,868	0
Total Expenditures		1,812	37,478	39,290	39,290	0
Net Cost		(3,902)	3,902	0	0	0

Overview

At this time, revenues and expenditures are meeting projections.

**Sonoma County Waste Management Agency
First Quarter 13-14 Revenue and Expenditure Summary and Projection
Organics Reserve Detail**

799221

Revenues

Sub-object	Description	Actual July-Sept 13	Revenue Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
1700	Interest on Pooled Cash		32,570	32,570	32,570	0
4624	OT-Within Enterprise		148,840	148,840	148,840	0
Total Revenues		0	181,410	181,410	181,410	0

Expenditures

Sub-object	Description	Actual July-Sept 13	Expenditure Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
6400	Office Expense		0	0	0	0
6410	Postage		0	0	0	0
6540	Contract Services	3,795	51,205	55,000	55,000	0
6573	Administration Costs	9,183	60,000	69,183	76,544	(7,361)
6590	Engineering Services		7,500	7,500	7,500	0
6610	Legal Services		10,000	10,000	10,000	0
6630	Audit Services		2,500	2,500	2,500	0
7062	Enforcement Agency Fees		0	0	0	0
7302	Travel Expense		0	0	0	0
Total Services and Supplies		12,978	131,205	144,183	151,544	(7,361)
Total Expenditures		12,978	131,205	144,183	151,544	(7,361)
Net Cost		12,978	(50,205)	(37,227)	(29,866)	(7,361)

Overview

These reserve funds are restricted for use only for the organics program per the Joint Powers Agreement.

**Sonoma County Waste Management Agency
First Quarter 13-14 Revenue and Expenditure Summary and Projection
HHW Closure Detail**

799320

Revenues

Sub- object	Description	Actual July-Sept 13	Revenue Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
1700	Interest on Pooled Cash		408	408	408	0
4624	OT-Within Enterprise			0	0	0
TOTAL REVENUES		0	408	408	408	0
TOTAL EXPENDITURES		0	0	0	0	0
NET COST		0	(408)	(408)	(408)	0

Overview

This reserve has met its goal, per SCWMA reserve policy.

**Sonoma County Waste Management Agency
First Quarter 13-14 Revenue and Expenditure Summary and Projection
HHW Facility Reserve Detail**

799338

Revenues

Sub-object	Description	Actual July-Sept 13	Revenue Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
1700	Interest on Pooled Cash		6,141	6,141	6,141	0
4624	OT-Within Enterprise		1,350	1,350	1,350	0
Total Revenues		0	7,491	7,491	7,491	0

Expenditures

Sub-object	Description	Actual July-Sept 13	Expenditure Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
8624	OT-Within Enterprise		0	0	0	0
Total Other Charges		0	0	0	0	0
Total Expenditures		0	0	0	0	0
Net Cost		0	(7,491)	(7,491)	(7,491)	0

Overview

The reserve goal for this fund was modified at the June 2011 Board meeting to be held at \$600,000 or 33% of the budgeted annual HHW program operational expenses, whichever is greater. The fund balance for this cost center at the end of the first quarter is \$1,026,354.

**Sonoma County Waste Management Agency
First Quarter 13-14 Revenue and Expenditure Summary and Projection
Contingency Reserve Detail**

799718

Revenues

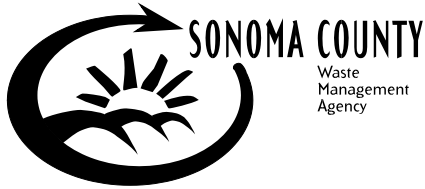
Sub-object	Description	Actual July-Sept 13	Revenue Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
1700	Interest on Pooled Cash		970	970	970	0
4624	OT-Within Enterprise		6,305	6,305	6,305	0
Total Revenues		0	7,275	7,275	7,275	0

Expenditures

Sub-object	Description	Actual July-Sept 13	Expenditure Estimated Oct 13-June 14	Total Estimated FY 13-14	Budget FY 13-14	Over/ (Under) Budget
6400	Office Expense		2,000	2,000	2,000	0
6521	County Services		0	0	0	0
6540	Contract Services	3,088	51,912	55,000	55,000	0
6573	Administration Costs	2,370	75,000	77,370	106,764	(29,394)
6610	Legal Services	2,243	9,757	12,000	12,000	0
6630	Audit Services		1,500	1,500	1,500	0
Total Services and Supplies		7,701	140,169	147,870	177,264	(29,394)
8624	OT-Within Enterprise		0	0	0	0
Total Other Charges		0	226,426	238,740	0	0
Total Expenditures		7,701	366,595	386,610	177,264	(29,394)
Net Cost		7,701	359,320	379,335	169,989	(29,394)

Overview

The Contingency Reserve is used to fund Board initiated and approved projects, such as the reduction in the of single use plastic bags and waste characterization study.



Agenda Item #: 8.3
Cost Center: Reserves
Staff Contact: Carter
Agenda Date: 10/16/2013

ITEM: Waste Characterization Study RFP

I. BACKGROUND

Waste characterization studies are used to determine the composition of materials intended for landfill disposal. Rather than categorizing every single piece of garbage, waste characterization studies typically involve using statistical analysis and representative sampling to study a subset of waste and apply the findings to the overall garbage population. Historically, local waste characterization studies have only included waste entering the County of Sonoma's waste system, not material that is self-hauled to other landfills, nor is it a study of litter than does not enter the County's system.

The SCWMA has performed waste characterization studies twice previously, in 1995/96 and 2006/07. The studies have included waste sorts performed over the course of a few weeks in the dry and wet seasons to take seasonal variability into account.

The last study was performed in 2006/07, and the waste system has changed fairly drastically in the interim. Waste tonnages have dropped from slightly more than 300,000 tons in 2006 to less than 250,000 tons in 2012 in the County system. When examining all Countywide waste, the resultant decline in tonnages is from approximately 500,000 tons in 2006 to just over 300,000 tons in 2012. During that time period, the nation experienced a significant recession, reduced home construction, and poor economic conditions that resulted in reduce consumer spending, which likely reduced consumer waste generation and disposal. Because conditions have changed significantly, SCWMA staff recommends performing a waste characterization study to in part determine the effectiveness of current programs and to help focus on the nature of future programs.

II. DISCUSSION

A waste characterization study was discussed in the SCWMA's FY 13-14 Work Plan and funds were appropriated in the FY 13-14 Budget. The scope of work for this waste characterization study has been drafted in such a way to be readily comparable to the 2006/07 Waste Characterization Study to facilitate evaluation of current programs and to track progress.

III. FUNDING IMPACT

\$110,000 has been budgeted for this project, with \$55,000 appropriated from the Organics Reserve and \$55,000 appropriated from the Contingency Reserve.

IV. RECOMMENDED ACTION / ALTERNATIVES TO RECOMMENDATION

Staff recommends the Board direct staff to release the Request for Proposals with the attached scope of work.

V. ATTACHMENTS

RFP Scope of Work

Approved by: _____
Henry J. Mikus, Executive Director, SCWMA

Attachment A

Scope of Services

The contractor will sample representative portions of residential, commercial, and self-haul solid waste generated in Sonoma County, sort disposed waste by type, compile collected data, and report the results to the Agency.

Primary objectives of this study:

1. This study should be comparable to the Cascadia study in 2006/07 to allow the Agency to monitor and measure recycling and waste disposal trends.
2. The Agency is also interested in identifying specific generators or, failing that, specific collection routes that are contributing substantial quantities of recyclable materials to the waste stream.
3. Identify specific types of manufactured products that occur in the waste stream commonly enough to justify a future targeted Extended Producer Responsibility campaign.
4. Further define and measure household hazardous waste disposed into the County waste stream as detailed in Task 2.

Task One: Submit a Work Plan

The contractor will submit a Work Plan that includes, at a minimum:

- The process (including recommended sampling sites and number of loads at those sites) necessary to collect representative data to the degree of accuracy sufficient to be comparable with the 2006/07 Cascadia study, and to satisfy the reporting requirements of the Agency.
- Copies of field forms to be used.
- Waste characterization protocol, including but not limited to: vehicle selection and sorting protocols, material type/subtype definitions, and protocols for lumping/splitting materials categories.
- Proposed two-season sampling schedule will include a “wet season sort” (performed in ~February 2014) “dry season sort” (performed in ~June 2014).
- Timeline showing anticipated completion dates for major milestones, draft and final reports.

Task Two: Conduct Sampling and Waste Sorts.

Sampling and waste sorting shall be performed by the contractor as shown on the approved schedule (see Task One).

Labor for the sorting will be provided by the contractor.

For each sample, collect the following information:

- sector type (residential, commercial, mixed residential and commercial, and self-haul residential or self-haul commercial)

- vehicle type (compactor, compacted debris box, loose debris box, passenger vehicle, and pick-up truck/van)
- jurisdiction of origin
- subtypes of commercial loads, by customer “class”: construction and demolition; wholesale/retail/warehouse; office, government, other business services; institution (education, health care); manufacturing; food and lodging; other commercial.
- Changes in subcategories, from those used in 2006/07 study:
 - Organics: transfer Carpet and Carpet Padding from Organics section to Construction and Demolition
- customer comments
- other information as determined by the Agency.

Staff from the Agency or its designee(s) may observe tasks performed under this contract by the contractor.

The Agency will provide assistance to select vehicles for sampling in accordance with the protocol developed by the consultant (see Task One). The Agency will also provide waste tonnage data by vehicle type and sector.

Task Three: Compile Sampling Results

The contractor shall compile the sampling results using standard and commonly accepted statistical practices.

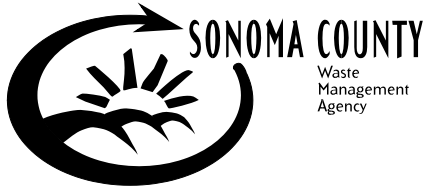
Task Four: Submit Draft and Final Reports

The contractor will submit to the Agency a Draft Report for review and comment. This report will contain the results of the sampling process in a format that is comparable to the 2006/07 report. The methodology used to calculate waste composition must be shown. The data should be presented in sortable electronic and paper formats.

Minimum data to be presented includes:

- a. Number of samples analyzed by waste sector and overall.
- b. Quantity of material by type—state in both tons and percent of total—by waste sector and overall.
- c. Current waste composition as compared to findings in 2006/07.

Upon receiving comments from the Agency, the contractor shall prepare a Final Report and present it to the Agency.



Agenda Item #: 8.4
Cost Center: Education
Staff Contact: Mikus/Chilcott
Agenda Date: 10/16/2013

ITEM: Mandatory Commercial Recycling Phase 2 (MCR-2) Project Final Report

I. BACKGROUND

The California Air Resources Board (ARB) Scoping Plan for the California Global Warming Solutions Act of 2006 (AB 32, Núñez, Chapter 488, Statutes of 2006) was adopted with a Mandatory Commercial Recycling (MCR) Measure designed to achieve a reduction in greenhouse gas emissions of 5 million metric tons of carbon dioxide (CO₂) equivalents by 2020 and beyond. However, California Assembly Bill 341 (AB341), passed in late 2011, superseded this initial effort, and placed the MCR program under The California Department of Resources Recycling and Recovery (CalRecycle). MCR regulations went into effect by July, 2012, and apply to commercial entities (including businesses, non-profits, strip malls, government offices & schools) that generate 4 or more cubic yards of trash per week and multifamily residential complexes with 5 units or more. Pursuant to AB341, jurisdictions must implement a commercial recycling program that consists of education, outreach and monitoring, regardless if the jurisdiction has previously met the 50% per capita disposal target. Jurisdictions shall report to CalRecycle the progress of the jurisdiction's education, outreach and monitoring efforts through the annual CalRecycle AB939 Reporting process.



January-August 2012: MCR- 1

The MCR project had three major goals – to educate Sonoma County businesses, multifamily complexes, and governmental organizations about the mandatory commercial recycling requirement from the state in advance of its implementation to demonstrate compliance to the state of the SCWMA's fulfillment of its role in the requirement, and to offer assistance in the form of information, resources, and equipment, as budget allowed. The initial program budget was to use \$100,000 of the \$135,882 of City/County Payment Program beverage container grant funds available.

After undergoing a Request for Proposals (RFP) process for a contractor to perform education services, staff elected to perform bi-lingual outreach under the direct supervision of Agency staff using four temporary contract Manpower employees. During FY 11-12 the Agency completed the following tasks: 1) Development of an Access database compiling Sonoma County businesses and multifamily complexes, especially those subject to the law; 2) Mailing of 13,362 outreach letters informing business about the law using USPS Business Reply Mail service to all entities listed on the database; 3) 1,056 bilingual site visits to assist businesses in compliance with the new AB 341 state law; 4) Distribution of Agency literature (4,088 Recycling Guides and 7,313 single-stream and multifamily recycling posters); 5) Agency webpage at www.recyclenow.org/business/commercial.asp; 6) Distribution of 1,821 small and large blue Rubbermaid containers upon request to businesses during follow-up site visits.

At the conclusion of MCR-1, several sectors of the MCR target community were identified as worthy of further outreach educational work. For example, during Phase 1, only property owners and managers of multi-family residential complexes were contacted. However, it became clear the real opportunity to effect positive change would be through direct contact with residents. Opportunities for

expanded outreach work could also include affordable accommodations establishments and schools. It was anticipated similar grant funds of approximately \$137,000 would be available for FY12-13.

September 2012-September 2013: MCR- 2

Staff developed a plan for utilizing FY 12-13 grant funds to support a second MCR education outreach program based on the conclusions of the initial MCR program, which was presented to the Board for approval at the July 2012 Board meeting. Staff would provide oversight and support for two temporary contract employees, who would focus on outreach to residents of multifamily residential complexes. Additional efforts would also be made to meet with the subgroup of affordable hotels/motels, and with schools. It was anticipated one of the two contract employees would be bilingual in Spanish.

After discussion, the Board directed staff to invoice the cities for the city/county payment program grant amounts, approve the project, and directed staff to proceed with the project with the caveat that Agency staff request that the Ratto Group support Spanish language outreach in their garbage franchise territories. The initial project cost was presented as \$87,736. The Board approved a final version of a project budget at the September 2012 Board meeting for \$72,292. For the small territory served by Sonoma Garbage Collectors, the Agency would contract directly for Spanish language outreach. The MCR-2 program began in the early part of 2013, with the majority of work completed after April 2013.

Proposed budget MCR-2:

Contract Labor	Agency Staff	Total labor	Supplies & Misc.	Total Cost
\$42,120	\$23,600	\$65,720	\$6,572	\$72,292

Progress reports on the status of MCR-2 were provided to Agency Board members under Attachments/Correspondence in the May 15, 2013 and August 21, 2013 Agency packets.

II. DISCUSSION

MCR-2 goals: Provide single-stream recycling education targeted primarily to multifamily residents with a secondary goal of reaching schools/school age children and hotel groups.

Who performed the work: In April 2013, Judith Hoffman was hired through Manpower Temporary Services as the outreach coordinator for MCR-2.

The Ratto Group through Steve McCaffrey arranged for Bessie Martinez and Adam Turr  y to provide Spanish Language outreach in their garbage franchise areas. For Spanish support in areas served by Sonoma Garbage Collectors, the Agency contracted with Hugo Mata working with C2 Alternative Services. Agency staff developed the graphic outreach materials used on the project, as well as provided administrative and technical support.

Figure 1: Judith Hoffman, Agency temporary staff, performs recycling outreach presentations September 2013



Outreach to multifamily tenants and property managers

Methods of establishing contact at multifamily complexes:

Staff quickly realized that direct contact with professional property management companies was the most efficient way to reach decision makers at the individual multifamily complexes. Establishing contact with property management companies consisted of phone calls, emails, cold calls to properties, meetings with onsite management, and meetings with corporate property management liaisons. Establishing contact proved challenging because of varied property management structure (on or off-site management) and because of varying receptiveness to recycling education. Once a responsible decision maker at the complex was identified, they were offered a variety of outreach events (Community Event, Door-to-Door Event, Bi-lingual, English-only, etc.) to suit the complex's demographics and their preferences. Complexes were also offered a waste analysis. Most complexes received follow-up visits.

Staff meetings were conducted with property management offices and with individual properties.

Property management companies that received information about Agency recycling education materials and services included: Alliance Residential, Alliance Property Management, Baco, Basin Street Properties, Burbank Housing, CA4K Rentals, Christian Church Homes, ConAm, COTS, Domus, EAH, EBMC, Episcopal Senior Communities, Essex, FPI, Frank Howard Allan, Giovannoni & Cooper, Grapevine, Ham Delles, Interstate, KISCO, Lapham, LCOR, Leisure Care, Mendoza, Meridian, NBI, PEP, Pine Creek, Real Community Properties, Selway, Sequoia, SIRE, Sunrise, Timely, Vigil Light Partnerships, Vintage, Windsor Communities and Woodmont.

Methods of publicity & outreach materials:

Outreach events were publicized through materials designed by Agency staff. In addition to the resources listed below, English and Spanish Recycling Guides 2013, as well as Safe Medicine Disposal fliers and Used Oil & Filter Recycling fliers were distributed. For example, to address one property manager's concerns about motor oil being abandoned on the property, 300 Used Motor Oil & Filter recycling fliers were distributed at that property. Similarly, Safe Medicine Disposal fliers were distributed at every senior property visited.

Figure 2: Judith Hoffman, Agency temporary staff, performs recycling outreach presentation September 2013



Figure 3: Judith Hoffman, Agency temporary staff, goes door-to-door at a multifamily complex, September 2013



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Commercial recycling law flier

Fliers were distributed to apartment managers and to property management company liaisons informing them of the law.

This double-sided notice (English and Spanish versions) was designed for MCR-1 and updated for MCR-2.



8.5x11 poster for single-stream recycling & curbside yard debris/veggies recycling

Fliers were distributed to apartment residents. The Compost poster was used infrequently as only a few multifamily complexes have access to yard debris pick up.

These bi-lingual posters were designed for MCR-1 and updated for MCR-2.



Outreach to school age children

In conversation with Burbank Housing, a unique opportunity presented itself to reach school age children.

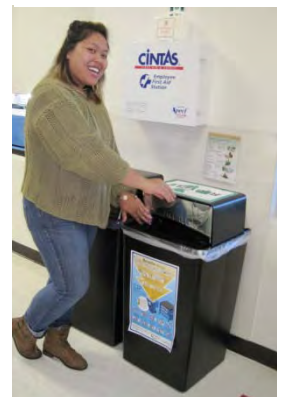
Kids lunch & learn presentations—Redwood Empire Food Bank conducts a free kids' summer lunch program in conjunction with Burbank Housing properties. The new focus of the program was waste-free lunches. Usually conducted at the facility's community room, Agency staff provided 10-15 minute single-stream recycling presentations for children of the multifamily complex tenants. Reusable shopping bags were awarded to a few children at each presentation for their participation in an interactive "Recycling Knowledge "Q&A" game.

Figure 4: Agency 11x17 single-stream recycling poster in use

Additionally, a kids' presentation was scheduled with a local girl scout troop to support their Recycling Project for a Sebastopol church where their meetings are held.

Business assistance

An outcome of the MCR-1 project is that occasionally businesses call the Eco-Desk to request assistance. In cooperation with our local garbage companies, business outreach consists of the onsite waste analyses, including bin



placement assessments in all major areas used by employees; waste-generating-materials list for researching further waste diversion options unique to each business; meetings with maintenance and/or janitorial staff for recycling updates; staff training to review any changes to recycling services and encourage proper usage of recycling through education.

Quantification of outreach for MCR-2

As the MCR-2 project developed, the overwhelming need and complexity of reaching multifamily tenants was revealed and this became the main focus of a well-integrated bi-lingual education effort. The secondary goal of reaching children was accomplished through Burbank Housing/ Redwood Empire Food Bank Lunch & Learn presentations. Although not expressed as a goal, business assistance follow-up from MCR-1 education efforts was completed in MCR-2. The goal of reaching low income hotel groups was not accomplished in this round of outreach.

Overall goals (as envisioned after MCR-1)	Goals	Actual
Number of visits to multifamily complexes	150	148
Number of presentations to school age children	25	14
Number of visits to low income hotel groups	25	0
Number of business visits	0	10

In detail, multi-family properties received the following outreach:

Multi-family property visits & follow up visits	Numbers
Number of multifamily properties visited	148
Number of property management companies representing properties visited	54
Number of waste analyses conducted	144
Number of properties that received outreach materials	116
Number of properties that held an event	76
Number of properties that held more than one event	25

The number of multifamily complexes visited by jurisdiction is detailed below:

Number of multifamily complexes visited		
Area	#	Names
Cloverdale	7	Divine Senior/Citrus Commons, Kings' Valley Senior Apartments, Oak Meadows, 154 Railroad, 424 N. Cloverdale, Garden Senior, Vineyard Manor
Cotati	5	Wilford Lane Apartments, Charles Street Village Senior, Marvin Gardens, Rose Hill, Windwood
Healdsburg	5	Canyon Run Apartments, Park Land Senior, Fitch Mountain Senior, Harvest Grove Apartments, Foss Creek
Petaluma	26	The Villa, Azure @Lakeville, Theatre Square, Lofts @Basin, Waterfront, Old Elm Village Apartments, Park Lane Apartments, Round Walk Village, Madrone Village, COTS Petaluma, Sweed HOA, Downtown River, Corona Ranch, Washington Creek, Enclave, Springfield, Hillview, Woodcreek Deluxe, 720 S Petaluma, Salishan, Casa Grande, Vallejo St, Mountain View Senior, Caulfield Lane Senior, Lindberg Lane Senior, Vintage Chateau
Rohnert Park	21	Casa Sonoma, McDouall, The Arbors, Tower Apartments, Gardens Santa Alicia Apartments, Vida Nueva Apartments, Oak View Senior Luxury, Americana, Park Club, The Commons, Palms, Muirfield, Edgewood, Manor, Altamont Senior, Evergreen, Park Ridge Apartments, Camino Creek, Vintage Pointe, Windsor at Redwood, Allegro Student Housing
Santa Rosa	58	Vineyard Gardens, Hopper Ln, Coral Commons, Monte Vista, Papago Court Apartments, Paulin Creek Apartments, West Avenue Apartments, West Oak Apartments, Olive Grove Apartments, Cypress Ridge Apartments, Gray's Meadow Apartments, Timothy Commons, Carillo Place Apartments, Amarosa Village Apartments, Colgan Meadows, Rowan Court Apartments, Tamayo Village Housing,

		Sonoma Creekside, 515 S E St, 1621, 1625 Herbert Street, 980 Sunset, 720 Dutton, 1150 Yulupa, Plum Tree Condos, Jennings Ct, Harvest Park Apartments, The Meadows, Vista Sonoma, Glenbrook, North Dutton, Green Tree, Montevilla, Vista Del Robles, Santa Rosa Village Mobile Homes, Greenvue Manor, 1841 Salem, Renaissance, Pioneer 2000, Acacia Senior Apartments, Meadowview, Meadowrock, Stony Brook Apartments, Earle Street, Spring Lake Apartments, 1120 Lance, Los Arboles, Sonoma Garden, Chateau Apt, Dorado Ct, Vintage Zinfandel, Vintage Park, Vigil Light Senior, Vintage Brush Creek Senior, Shadow Creek, Oak Creek, Villages, Boulders at Fountaingrove, Oakmont Gardens
Sonoma	7	Firehouse Village, Oak Ridge Senior, Cabernet Senior Apartment, 144 W Spain St, Wild Flower Housing Development, Vintage Sonoma Senior, Silvestri Apartments
Sebastopol	3	Gravenstein Burbank Housing, Burbank Heights & Orchards, 421 West St
Windsor	5	Forest Winds Apartments, Bell Manor Senior, Vinecrest, Windsor Redwoods, Winter Creek
Unincorporated area		
Boyes Hot Springs	4	Springs Village, Sonoma Valley, Los Primos. Apartment 17700 Hwy 12
Guerneville	1	Fife Creek Apartments
Larkfield-Wikiup	6	Lavell Village, Larkfield Oaks Apartments, Quail Knoll Apartments, Vineyard Creek, Estancia, Sunnyside Apartments
Total	148	

The number of businesses visited by jurisdiction is detailed below:

Area	Number of businesses visited	Names
Petaluma	4	Lombardi's, PEP Corporate Office, Redwood Regional Medical Group Radiation & Oncology, Xandex
Rohnert Park	1	EBMC Corporate Office
Santa Rosa	4	Redwood Regional Medical Group Radiation & Oncology, Santa Rosa Laguna Treatment Program, Ham Delles Corporate Office, Timely Property Management Corporate Office
Unincorporated area	1	Ratna Ling Retreat
Total	10	

The pieces of outreach materials distributed, including 28-quart and 32-gallon blue recycling bins, are tallied below:

Outreach materials distributed	Number distributed
Door hanger event notices	3,694
Recycling Guides (English)	6,875
Recycling Guides (Spanish)	4,578
Single-stream recycle posters (8 ½" x 11")	4,115
Single-stream recycling posters (11"x17")	138
Compost curbside yard debris posters (8 ½" x 11")	35
"We recycle, it's the law" fliers	3,132
Safe Medicine Disposal fliers	2,376
Motor oil & filter Drop-off locations fliers	300
Reusable shopping bags	1,590
28-quart blue recycling bins (in home use)	1,353
32-gallon blue recycling bins (common area use)	30

The community impact of outreach conduct is estimated below:

Community impact	Numbers
Adults that received outreach	2,047
Children that received lunch & learn presentations	465
Number of multifamily complexes that established recycling service for the 1 st time	6
Number of multifamily complexes that significantly increased the number of recycling bins and/or bin size	7

Lessons learned

The attendance at Community Outreach Events varied considerably from 6% to 96% attendance, calculated by number units attended versus number of total units. On average, Community Outreach events reached 43% of all tenants. Senior communities and multifamily complexes with well established community meeting dates/times, provided the highest tenant event participation. At complexes without established community meeting times, there seemed to be a direct correlation between management enthusiasm, willingness to help promote the event, and tenant participation. At complexes where a Community Event was scheduled and the initial participation seemed low, Agency and garbage company outreach staff converted over to Door-to-Door outreach to attempt to capture more interest.

Door-to-door outreach reached more tenants who were not currently recycling. Some reluctant recyclers, seemed “converted” after Ms. Hoffman explained the value of recycling to them and to their community. On average, 49% of all tenants were reached through Door-to-Door events.

Staff meetings were very well received and attendees seemed extremely receptive and enthusiastic about information shared in the presentation.

Kids’ presentations were the most satisfying type of outreach and seemed to provide the most community impact. As Ms. Hoffman explained, “Kids’ presentations were far and away the most successful. I told the kids that when we recycle we are actually superheroes saving the planet! This captured their imagination and I had them repeat back facts about recycling to ensure retention of proper recycling education. At one event, the kids were so excited that afterwards they took their reusable shopping bags and rode bikes around the property picking up littered recyclables (I did not instruct them to do this). On my way to my car with the remaining outreach materials, they all rode up to me to show me their bags and say, “Look! We’re superheroes!” showing me their bags of recyclables. I said, “Great! Now make sure they all go into the big recycle dumpster!” Many property managers reported kids are the ones taking out the trash and often the ones to teach their families about recycling.

Every single event, at least one attendee exclaimed how much they learned about recycling and expressed appreciation for the details and information outlined in the presentation. Most attendees were unaware of the numerous services available throughout Sonoma County, as listed in the Recycle Guide, for additional waste diversion options beyond their curbside garbage services. All attendees were excited and very grateful for these resources and being made aware of their accessibility.

III. FUNDING IMPACT

The MCR-2 project estimated \$72,292 in total costs.

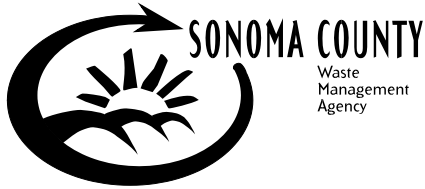
Actual expenditures for MCR-2 were well below the budgeted amount:

Contract Labor	Agency Staff	Total labor	Supplies & Misc. (including purchase of blue recycling bins)	Total Cost
\$28,077.78	\$979.68	\$29,057.46	\$11,628.84	\$40,686.30

IV. RECOMMENDED ACTION / ALTERNATIVES TO RECOMMENDATION

None required.

Approved by: _____
Henry J. Mikus, Executive Director, SCWMA



Agenda Item #: 8.5
Cost Center: Education
Staff Contact: Mikus/Chilcott
Agenda Date: 10/16/2013

ITEM: Mandatory Commercial Recycling Phase 3 (MCR-3) Project Proposal

I. BACKGROUND

Utilizing City/County Payment Program beverage container grant funding, during FY 11-12 and FY 12-13, the Agency conducted Mandatory Commercial Recycling (MCR) education outreach program targeting primarily multifamily residences. Pursuant to AB341, jurisdictions must implement a commercial recycling program that consists of education, outreach and monitoring, regardless if the jurisdiction has previously met the 50% per capita disposal target. Jurisdictions shall report to CalRecycle the progress of the jurisdiction's education, outreach and monitoring efforts through the annual CalRecycle AB939 Reporting process. The grant funded Mandatory Commercial Recycling Measure became a Board Directed Education Project, task 4.13, in the FY 13-14 work plan adopted March 20, 2013.

In the first phase of education, MCR-1 (January-August 2012), the goal was to develop a system of recording information and to inform the business community, especially those subject to the law, about the new requirements. Work was primarily performed by four temporary bi-lingual staff people, in conjunction with Agency staff. Tasks included: 1) Development of an Access database to record information; 2) Mailing of outreach letters; 3) Bi-lingual site visits to businesses and multifamily complex management and, 3) Distribution of Agency resources and blue large/small recycling bins. \$100,000 was allocated for this project as a subset of the CalRecycle City/County Payment program. The total project was under budget at \$96,000.

In the second phase of education, MCR-2 (September 2012-September 2013), the goal was to provide education to a historically underserved group, multifamily tenants. Work was primarily performed by Agency staff and one temporary staff person, with the Ratto Group providing Spanish outreach staff within their territories. Tasks included: 1) Establishing contact with professional property management companies; 2) Conducting outreach events targeting tenants at multifamily complexes; 3) Providing business recycling assistance as needed; 4) Educating children through a summer lunch program; 5) Distribution of Agency resources and blue large/small recycling bins; 6) Recording information. \$72,292 was allocated for this project as a subset of the CalRecycle City/County Payment program. The total project cost was under budget at \$40,686.30.

As defined by the Agency's Work Plan for FY 13-14, adopted by the Board on March 20, 2013, \$20,017 in Agency staff time was allocated for continuation of this project.

II. DISCUSSION

During the initial MCR-1 program, several sectors of the MCR target community were identified as worthy of further outreach educational work. For example, during the initial MCR program contacts, only property owners and managers of multi-family residential complexes were contacted. However, it became clear the real opportunity to effect positive change would be through direct contact with tenants of multifamily complexes. Similarly, work with the developed database indicated that within the general grouping of hotels, motels, and similar lodging establishments, those establishments that provided more affordable accommodations are a sub-group where a large opportunity to increase recycling exists. Finally, because the opportunity for permanent behavior change is highest among

young people of student age, additional outreach education efforts aimed at our school population would be effective.

Building on the infrastructure, programs and relationships that were developed in MCR-1 and MCR-2, the plan for MCR-3 would be comprised of the following major tasks. Work would be conducted by one temporary Agency employee working: 35 hours per week from October 16, 2013 to January 10, 2014; and 24 hours per week January 13 through June 30. For Spanish Language Outreach support for multifamily complexes and for business, the Ratto Group agreed via email 10/4/13 to provide staffing support. Agency staff would also provide substantial support for this project.

- **Business targeted mailing & follow-up site visits**—The Access database lists 13,304 total businesses in Sonoma County. During MCR-1, 3,495 of these businesses responded to a letter and business reply postcard. This task would offer business assistance through a mailed letter to the over 9,000 businesses who did not previously respond. Mailing would be conducted before January 26, 2014, when USPS postage rates are scheduled to increase. In MCR-1, businesses had the opportunity to provide email addresses for future contact. Database updates would be conducted as needed, as well as Agency resources distributed as needed.
- **Conduct presentations for school age children**—This task would build on the outreach conducted this summer at Burbank Housing's Kids Lunch & Learn program operated in conjunction with Redwood Empire Food Bank (REFB). In addition to running a summer program (June 1-mid August), REFB also works with partners (Boys and Girls Club, etc) to provide after school enrichment programs (school snack and supper programs) to children throughout Sonoma County. Kids ages 8-12 would be targeted to receive outreach. Agency staff would contact REFB and its partners to schedule kids recycling presentations during the school year, as well as during the summer 2014.
- **Multifamily outreach targeting tenants & email MCR-2 feedback survey**—The first part of this task would be to distribute a free electronic survey tool (SurveyMonkey or equivalent) as a post-outreach email survey to all multifamily property managers that received a visit(s) in MCR-2. It is anticipated that additional Agency resources will be created as a result of this effort and that follow-up with some multifamily complexes will be necessary.

For the second portion of this task, it is anticipated that staff would continue with the successful format targeting multifamily complexes not previously visited in MCR-2. The goal would be to schedule activities targeting tenants (i.e., Community and Door-to-Door outreach events). Feedback received through the on-line survey to apartment managers that received outreach in MCR-2 would be incorporated in future event planning.

- **English paid advertising & Facebook promotion**—Advertising would be conducted to advertise Agency business and multifamily recycling assistance services. Low-cost advertising opportunities will be prioritized and may include utility bill inserts, print, online, social media and radio advertising. Direct FaceBook messaging to Sonoma County businesses will also be tested. Advertising will be evaluated through number of phone calls to the Eco-Desk, FB responses and website hits.
- **Spanish paid advertising**—For Spanish advertising, a separate contract would be established with C2 Alternative Services working with Hugo Mata. The type of advertising conducted (print, radio, etc.) would be recommended by the contractor. In addition, as part of the Agency's Spanish Language Outreach Contract, Mr. Mata does annual Hispanic business visits in November and December. Spanish language and bi-lingual Agency Mandatory Commercial Recycling outreach materials will be distributed during these visits, as well as a tally made of bins desired. Bins would get distributed by Agency temporary staff.

- **Access database updates & expansion**—Update the existing Access database as needed to reflect outreach activities. As time allows, expand the database with contacts for affordable hotels, motels, and similar lodging establishments, as well as schools.
- **Bin purchase & Agency printing supplies**—As requested by businesses and multifamily complexes, order blue recycling bins and order Agency resources as needed. Mail targeted business outreach letters and obtain Bulk Mail Back post card permit.

Timeline, who performs the task, and outreach goals:

Task #	Timeline	Who performs the work	Outreach goal	Budget (Hours are for temporary outreach staff)
1	MCR-2 feedback online survey			
	October 2013	Temporary staff	100 emails	38 hours
2	Business targeted mailing & follow-up with online survey			
	November-January 2014	Agency staff/temporary staff	9,000 letters mailed	65 hours
3	Business follow-up site visits			
	November-June 2014	Temporary staff	75 business visits	355 hours
4	Conduct presentations for school age children			
	October 2013-June 2013	Temporary staff	25 presentations to school age children	112 hours
5	Multifamily outreach targeting tenants (bi-lingual)			
	March-June 2014	Temporary staff	Site visits to 75 multifamily complexes and outreach events at 25 complexes	293 hours
6	English paid advertising & Facebook promotion			
	November-June 2014	Agency staff/temporary staff		\$4,400 + 100 hours
7	Spanish paid advertising			
	November-June 2014	Agency staff/Contractor (C2 Alternative Services)		\$2,000
8	Database maintenance/updates			
	October 2013-June 2014	Temporary staff		200 hours
9	Agency printing supplies & USPS postage			
	October 2013-June 2014	Agency staff/temporary staff		\$5,637

Budget:

Agency staff time is not included in the budget below as it was already incorporated in the budget for FY 12-13.

Contract Labor including miles	Paid advertising (English & Spanish)	Supplies (printing, mailing & misc.)	Total Cost
\$37,897	\$6,400	\$5,637	\$49,934

The balance of the \$132,000 grant amount would be available for container purchases for programs other than MCR, as has been typical for this fund source previously. In addition to amount budgeted above, purchase of additional containers for facilities starting or expanding recycling programs resulting from MCR outreach would also be made as the unexpended grant balance allowed. Based on prior outreach, it is estimated that 800 28-quart blue recycling bins and 75 32-gallon blue recycling bins will be needed for this project. This budget also reflects that the Ratto Group will provide Spanish language support for outreach at multifamily complexes in their territories.

III. FUNDING IMPACT

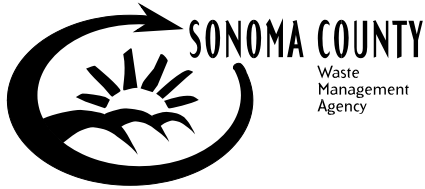
The SCWMA FY 13-14 Work Plan, adopted by the Agency Board on March 20, 2013 allocated \$20,017 in Agency Staff time to Mandatory Commercial Recycling Measure (Task # 4.13).

Funding of the \$49,934 estimated cost would be from the annual City/County Payment Program beverage container grant funding; grant total is approximately \$132,000.

IV. RECOMMENDED ACTION / ALTERNATIVES TO RECOMMENDATION

Staff recommends the Board direct staff to proceed with the project.

Approved by: _____
Henry J. Mikus, Executive Director, SCWMA



Agenda Item #: 9
Cost Center: All
Staff Contact: Mikus
Agenda Date: 10/16/2013

ITEM: Proposed Amendment to the Joint Powers Agreement

I. BACKGROUND

The Sonoma County Waste Management Agency was formed in February 1992 with a mission to provide a system for diversion of wood waste and yard debris from landfill disposal, proper disposal of household hazardous waste, and education about the Agency's programs. The authorizing document for the Agency is the Joint Powers Agreement (JPA). Amending the JPA requires unanimous consent of the Agency's member jurisdictions, and has successfully occurred once since the Agency was formed. The First Amendment was dated January 24, 1996, and designated Agency as a Regional Agency" with regard to solid waste planning and reporting for the purposes of compliance with AB 939, the California Integrated Waste Management Act of 1989.

At the September 18, 2013 Agency meeting, staff was directed to return to the Board with a draft of the Second Amendment to the JPA which would clarify the Agency's ability to adopt ordinances and allow for member jurisdictions to choose whether programs would apply within their jurisdictional borders.

II. DISCUSSION

The draft Second Amendment to the JPA Agreement is presented for review, discussion and approval.

The changes to Section 14 and Section 2 clarifies the current interpretation that the Agency may adopt ordinances and that members may elect not to participate in any program, even those enacted by ordinance.

A majority vote of the Board is required to send this to the member's governing bodies. In order to adopt an amendment to the agreement, all ten members' governing bodies must approve the amendment IN EXACTLY THE SAME FORM. No changes to the language are permitted.

III. FUNDING IMPACT

There are no funding impacts as a result of this transmittal.

IV. RECOMMENDED ACTION / ALTERNATIVES TO RECOMMENDATION

Staff recommends the Board accept the draft language in the attached JPA 2nd Amendment and for the Board to direct its members to consider passing a resolution to amend the JPA.

V. ATTACHMENTS

Second Amendment to JPA
Underline/Strikeout Comparison Document

Approved by: _____
Henry J. Mikus, Executive Director, SCWMA

**SECOND AMENDMENT TO
AGREEMENT BETWEEN THE CITIES OF SONOMA COUNTY AND SONOMA
COUNTY FOR A JOINT POWERS AGENCY TO DEAL WITH WASTE
MANAGEMENT ISSUES**

THIS SECOND AMENDMENT (“AMENDMENT”) to the Agreement Between the Cities of Sonoma County and Sonoma County for a Joint Powers Agency to Deal with Waste Management Issues, dated as of _____, 201_, is by and between the Cities and Town of Sonoma County and the County of Sonoma.

RECITALS

WHEREAS, the Cities and Town of Sonoma County and the County of Sonoma entered into that certain Agreement Between the Cities of Sonoma County and Sonoma County for a Joint Powers Agency to Deal with Waste Management Issues (Agreement”); and

WHEREAS, it has become necessary to clarify certain provisions of the Agreement.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties do agree as follows:

AGREEMENT

1. Section 2 of the Agreement (Purpose of Agreement) is hereby amended to read as follows:

“Section 2. Purpose of Agreement

The purpose of this Agreement is to create the Sonoma County Waste Management Agency and to describe the terms and provisions by which the Agency will handle the four (4) initial programs: (1) household hazardous waste; (2) wood waste; (3) yard waste that otherwise would go to a landfill; and (4) education about the Agency’s programs. Pursuant to the terms of this Agreement, the Participants may agree, in writing, to additional duties, responsibilities, and programs, including any program enacted by ordinance. Each Participant executing this Agreement may elect to participate in or opt out of any or all of the Agency’s programs, including any program enacted by ordinance.”

2. Section 14 of the Agreement (Joint Powers Agency Authority to Adopt Regulations) is hereby amended to read as follows:

“Section 14. Joint Powers Agency Authority to Adopt Regulations

Participants agree that the primary purpose of this Agreement is to create an Agency to treat wood waste and yard waste, to collect, store, and dispose of household hazardous waste, to educate the public regarding waste issues, and, pursuant to the terms of this Agreement, including any Amendments, to adopt any future programs

the Board determines are needed or desirable. Subject to Section 4, the Joint Powers Agency may, from time to time, adopt uniform rules and regulations, in any form, including orders, resolutions and ordinances, to carry out these purposes.”

3. Except to the extent the Agreement is specifically amended hereby, the Agreement, together with exhibits and the First Amendment is, and shall continue to be, in full force and effect as originally executed, and nothing contained herein shall be construed to modify, invalidate or otherwise affect any provision of the Agreement or any right of the Agency arising thereunder.
4. This Amendment shall be governed by and construed under the laws of the State of California and any action to enforce the terms of this Amendment or for the breach thereof shall be brought and tried in the County of Sonoma.

IN WITNESS WHEREOF, the Participants have caused this Amendment to be executed by their respective governing officials duly authorized by resolution of their respective legislative bodies.

CITY OF CLOVERDALE

ATTESTED:

By: _____
Its: _____

City Clerk

Underline/Strikeout Version

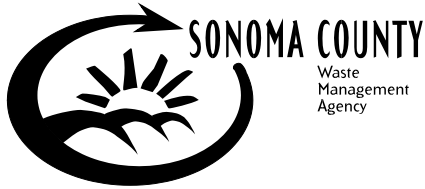
Underline is added text, strikeout is removed text

1. Section 2. Purpose of Agreement

The purpose of this Agreement is to create the Sonoma County Waste Management Agency and to describe the terms and provisions by which Agency will handle ~~deal with~~ four (4) initial programs: ~~namely,~~ (1) household hazardous waste; ~~and~~ (2) wood waste; ~~and~~ (3) yard waste that otherwise would go to ~~the Central Landfill~~ a landfill; and (4) education about the Agency's programs. ~~Agency shall also have a (4) public education function.~~ Pursuant to the terms of this Agreement, the Participants may agree, in writing, to additional duties and responsibilities and programs, including any program enacted by ordinance. Each Participant executing this Agreement may elect to participate in or opt out of any or all of the Agency's programs, including any program enacted by ordinance. ~~From time to time, Participants may agree, in writing, to additional duties and responsibilities and programs beyond those set forth in this Agreement.~~

2. Section 14. Joint Powers Agency Authority to Adopt Regulations

Participants agree the primary purpose of this Agreement ~~are~~ is to create an Agency to treat wood waste and yard waste, ~~and~~ to collect, store, and dispose of household hazardous waste, ~~and~~ to educate the public regarding waste issues, and, pursuant to the terms of this Agreement, including any Amendments, to adopt any future programs the Board determines are needed or desirable. Subject to Section 4, the Joint Powers Agency may, from time to time, adopt uniform rules and regulations, in any form, including orders, resolutions and ordinances, to carry out these purposes.



Agenda Item #: 10
Cost Center: Contingency
Staff Contact: Carter/Mikus
Agenda Date: 10/16/2013

ITEM: Carryout Bag Ordinance Update

I. BACKGROUND

The SCWMA Board of Directors requested staff to provide carryout bag legislation updates at each SCWMA meeting subsequent to the March 2008 meeting. Since that meeting staff has researched developments within California and out-of-state legislation regarding paper and plastic carryout bags.

At the May 18, 2011 SCWMA meeting, the Board directed staff to present the three options for addressing carryout bags developed by staff to the Board of Supervisors and nine City Councils so those decision-making bodies could give direction to their respective SCWMA representative regarding action on one of those options. Staff made presentations and received feedback.

At the February 18, 2012 SCWMA meeting, the Board directed staff to begin outreach meetings throughout the county to receive feedback on the carryout bag waste reduction effort and using the San Jose carryout bag ordinance parameters as the starting point for the discussion. Nine such meetings were held, where Staff made a presentation, then received comments from the public.

By the May 2012 SCWMA meeting, all member jurisdictions had indicated their support for this project to move forward. When Agency staff visited member jurisdictions' governing bodies during 2011, one of the assurances provided was that if all members did agree to continue working to developing a single-use carryout bag ordinance, Agency staff would return to present the draft ordinance and seek members' input. At the May meeting, staff was directed to prepare a "White Paper" on the draft ordinance and to release an RFP to hire a consultant to complete the necessary CEQA documentation should the Board decide to pursue adoption of the ordinance.

At the June 20, 2012 SCWMA meeting, staff presented the "White Paper" developed for the draft ordinance to the Board.

The RFP was released on July 24, 2012 and proposals were due August 20, 2012. Rincon Consultants was selected as the consultant to perform the Environmental Impact Report for the SCWMA on September 19, 2012.

SCWMA staff arranged for and attended four public scoping meetings in which to receive comments as to the scope of the Environmental Impact Report (EIR). The meetings were held in Santa Rosa on October 30, 2012, Sonoma on November 1, 2012, Petaluma on November 2, 2012, and Windsor on November 7, 2012, all at 6 pm.

Incorporating the comments made during the scoping period, Rincon Consultants prepared the Draft EIR. The Draft EIR was released February 4, 2013, beginning a 45 day comment period, which ended March 22, 2013.

There was a public hearing at the February 20, 2013 SCWMA meeting of the Board of Directors regarding the Draft EIR for the carryout bags waste reduction project. Though not required by the California Environmental Quality Act (CEQA), public hearings allow the public to provide verbal comments to be addressed in the Final EIR. Verbal comments at the public hearing were addressed,

in addition to the written comments received during the comment period. The response to comments is included in the Final EIR.

At the April 17, 2013 SCWMA meeting, staff presented the Final EIR for inspection. Agency staff offered to make a final return visit to each of the City/Town Councils and Board of Supervisors for those decision-making bodies to give direction to their SCWMA representative regarding a vote on the ordinance.

II. DISCUSSION

At the time of transmittal preparation, no meetings have been scheduled for the Cities of Petaluma or Rohnert Park. The meeting between City of Santa Rosa and SCWMA staff was scheduled for October 9, 2013. Staff will provide a verbal update at this meeting.

At the last Board meeting it was reported that at our visit to Cloverdale we had been asked numerous questions on details of the ordinance. Subsequently we received a listing of these questions. Agency Counsel and staff compiled responses, and returned them to Cloverdale. The cover letter and the document with the questions and responses are attached.

III. FUNDING IMPACT

There are no funding impacts as a result of this transmittal or the draft enforcement agreement.

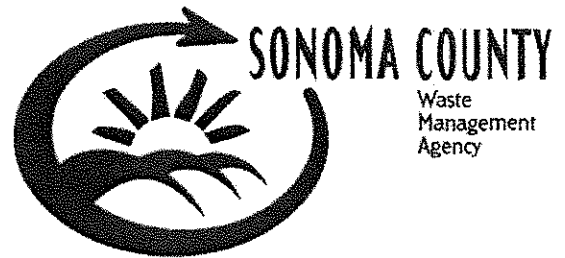
IV. RECOMMENDED ACTION / ALTERNATIVES TO RECOMMENDATION

No recommendations are offered at this time.

V. ATTACHMENTS

Cloverdale questions and responses

Approved by: _____
Henry J. Mikus, Executive Director, SCWMA



September 24, 2013

Mr. Paul Cayler, City Manager
City of Cloverdale
124 N. Cloverdale Boulevard
Cloverdale, California 95425

Subject: SCWMA Proposed Single Use Carryout Bag Ban Ordinance

Dear Mr. Cayler,

When our Agency staff gave a presentation to your City Council at their meeting of August 28, 2013 regarding the proposed single use carryout bag ban ordinance, Council members had numerous questions. You kindly forwarded these questions to us in order for us to have an opportunity to address them.

Attached please find as a separate document those nine questions with their respective answers. Please share the answers with your City Council as appropriate. Please do not hesitate to call if you have any further concerns or questions. We would be very glad to either meet with you, or return to an upcoming City Council meeting, for further conversation if you desire. We appreciate this opportunity to further discuss the regional single use carryout bag ban ordinance adoption process.



Henry J. Nikus
Executive Director

Enclosure

Copies: All SCWMA Board Members
Ms. Janet Coleson, Esq., Agency Counsel
Mr. Patrick Carter, Department Analyst



September 23, 2013

City of Cloverdale

Replies to City questions regarding single use carryout bag ban ordinance

1. The SCWMA is to have primary responsibility for enforcement, with SCWMA indemnifying the City, its officers and employees from all liability. SCWMA should reimburse the City for all expenses related to defending the City against a lawsuit or other litigation surrounding our participation in the ordinance, including the time required for the City Attorney to review and give response to filed claims and litigation.

Reply: If Cloverdale is sued related to the carryout bag ordinance (something the Agency feels is highly unlikely given previous history across California), the Agency would provide the legal defense. Cloverdale should not incur any direct expense. However, if Cloverdale wished for their Attorney to monitor the litigation (which our Counsel believes to be unnecessary), Cloverdale will need to bear that expense.

2. There should be no support for an ordinance that places responsibility for enforcement on City staff, which also shifts all liability to the city.

Reply: As written the ordinance places enforcement responsibility with the Agency. However, the enforcement choice is completely up to the city as we have a couple mechanisms in place to allow a city to self-enforce. If a city chooses to do its own enforcement, that city may enter into a separate enforcement agreement with the Agency where enforcement responsibility is delegated to the City. If the city does not enter into such an agreement, the agency would do the enforcement.

3. We would like the SCWMA to outline the steps a participating city would need to take to exit the program, and would like to inquire what, if any, penalty would apply.

Reply: The Joint Powers Agreement Section 20 allows for a City to withdraw; currently the penalty amount is not set. However, Section 20 is about complete withdrawal from the JPA – there is no provision for withdrawing or being carved out of just the ordinance.

4. We would like the SCWMA to clearly outline where the funding will come from to litigate any lawsuit or other action, and how the SCWMA would replenish that fund, i.e., increase tipping fees, etc... and what that might mean in increased cost to customers.

Reply: This project has been funded by our Agency's Contingency Reserve, which has a fund balance in excess of \$150 K. There is another reserve account with approximately \$500 K available if needed. Thus it would be reasonable to state that any litigation expense would be borne by the Agency and no increase in fee structure would be contemplated or required.

5. We would offer support to remove the record keeping requirement. This places an unfair and unfunded labor requirement on businesses.

Reply: During our previous visits to all Agency member jurisdictions where we solicited input, the reporting requirement received some discussion. However, in the end the majority favored including a mechanism to be able to accurately quantify the effects of the ordinance on single-use carry out bags. Hence, the reporting requirement was retained.

6. We support the price of the paper bag remaining at 10 cents, and not increasing to 25 cents.

Reply: The majority of our member jurisdictions asked to have the fee remain at 10 cents, so that is reflected in the current draft of the ordinance. No subsequent increase to 25 cents is included in the current draft version of the ordinance.

7. We support that any appeal of an administrative citation would be heard by a non-agency employee.

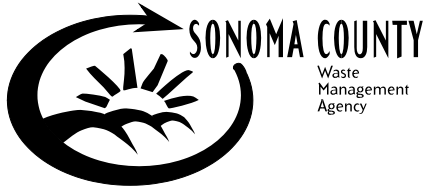
Reply: The Agency understands this concern and will take that into consideration should there ever be an appeal of a citation.

8. There is concern that the executive director would make rules and regulations to enforce the ordinance. Rulemaking should be approved by all of the elected members of the JPA.

Reply: This is a standard provision in similar documents. However, rules can be written then approved and adopted by the Agency Board.

9. There is concern that after the initial violation, the violation continues is a new violation every additional day, even though there has been no determination that a violation has occurred. This assumes that the enforcement person is right without a hearing, thus conflicting with the Constitution's provisions for due process.

Reply: This is standard code enforcement practice and language. Each citation is reviewable, so there is no violation of due process. However, it is recognized that there is a "reasonableness" standard that applies to the final penalty amount. One would expect that a "reasonableness" standard would require that any violator be given time to comply with the ordinance, and that repeated violations would only be issued for the unlikely situation where a merchant just refused to comply. As currently set, the first offence would only require a written warning rather than an immediate fine. Please recognize that experience with the 80+ carryout bag ordinances adopted state-wide have been that there is little or no enforcement activity required.



Agenda Item #: 11
Cost Center: Organics
Staff Contact: Mikus
Agenda Date: 10/16/2013

ITEM: Follow-Up Report on Compost Site Analysis

I. BACKGROUND

Summary: The Sonoma County Waste Management Agency (Agency) is conducting a comprehensive process to identify the most suitable site for a new compost facility. At the August 21, 2013 Board meeting an analysis of two sites, Site 40 and the Central Alternative, was presented for discussion. The Board asked staff to provide additional information for the September Board meeting regarding greenhouse gas emissions, costs at nearby competing facilities, food waste capacity, fire code restrictions, a project timeline for each site, storm water requirements for Site 40 (particular to the San Francisco Bay RWQCB), leasing or purchasing just the minimal portion of Site 40 rather than the entire property, and an appraisal of Site 40's value.

Information pertaining to the above-listed subjects was presented at the September meeting. During the following discussion, the Board recognized that there still were significant items of important information pertinent to a site selection decision that are not clear or complete. Staff was asked to address those items that they could: calculate greenhouse gas benefits from potential mitigating actions at Site 40 such as use of solar power and electric rather than diesel powered equipment, costs for use of the County/Rohnert Park/Laguna Plant pipeline and treatment system for compost storm and contact water, compare trucking firm costs to estimated costs for material hauling, land use and zoning questions, discussions with the Site 40 owners, examination of the full appraisal, update on landfill negotiations, and questions about the right to use the land at Central including fees.

In the interests of brevity, the staff reports from both the August and September meetings are included as attachments, as little of the information from those reports as practical are repeated here.

II. DISCUSSION

Several of the items discussed below are tied to activities and input from the County. A list of related questions was compiled, and given to County staff in order to seek their input. The specific questions and answers are included in an attachment to this report.

Greenhouse Gas Benefit Potentials: Conversion of compost equipment, that currently is diesel driven, to electric operation would reduce GHG emissions. Similarly, installation of solar panels to generate electricity would also offer GHG reduction advantages.

Two pieces of equipment, the grinder and the finished product screeners, are candidates for conversion to electric power at a new facility. Based on records of fuel use for each machine and using standard rates for carbon dioxide generation per gallon of diesel used, electric power would result in annual GHG reductions of 160 metric tons.

The roof spaces, plus possibly additional areas such as along planned screening berms, would be available for installation of solar panels. If just the available roof area of the planned processing and food sorting buildings were used, at least 75,000 square feet of space would be available. Using the specifications of a 270W panel (65" x 39"), approximately 4,850 panels could be installed in that space (including some buffer). This would create a system of approximately 1.3 MW generation. The correlating GHG reduction from a system of that size was calculated to be 423 metric tons per year.

Both the diesel to electric equipment conversion and electrical generation are technically feasible on both Site 40 and the Central Site Alternative.

Costs to Use the County Leachate Pipeline System: The County has completed a “Leachate Conveyance Study” that examines available alternatives (continued use of the Rohnert Park sewer trunk line is one of several options studied) for connecting their leachate pipeline to the Laguna treatment plant. The study includes some very basic cost estimates and looks at capacity constraints and the many factors that determine feasibility. Based on some additional conversation staff has had with the County, it is clear the study is just a first step in resolving the pipeline connection issue, and the costs are not comprehensive or accurate enough for us to use in our site analysis. Unfortunately this subject must be kept open until the County has moved closer to a satisfactory solution.

County staff could not answer our question about liability exposure for use of their leachate pipeline system. However, Agency staff has scheduled a meeting with County staff to discuss several issues related to the pipeline and the Central property, including liability concerns.

Trucking Firm Cost Comparison: A private trucking firm was willing to give us approximate costs for hauling compost feedstock materials from the various collection points to Site 40 in order for us to verify our own calculations. Their numbers were estimates only, and based on tonnage and mileage numbers from each location we furnished. Their aggregate costs compared to ours were within 7%, slightly higher. When their costs were factored into the cost per ton calculations for the different Site 40 scenarios, the net difference was between 1% and 1.5%, in a range of \$.28 per ton for the full 200,000 capacity, and \$.37 per ton for initial build-out of 150,000 tons.

Land Use and Zoning: Agency Counsel is preparing a separate memorandum on this subject.

Site 40 Negotiations with the Landowners and the Full Site 40 Appraisal Report: The complete “Appraisal Final Report” was received Friday October 4, 2013, and was immediately shared with the Site 40 realtor, Allan Tose. Although Mr. Tose has given us his quick and immediate impressions of the appraisal (his letter is attached) we have not been able to have any but the most basic discussions regarding he and his clients’ ideas related to costs for purchase or lease of site 40. However, he and staff are clearly committed to work together to reach an understanding as quickly as possible now that the full appraisal is available, and to that end an initial negotiating meeting has been scheduled. It is clear though that the single divergent issue at hand in finding a viable and fair value for the property is the “highest and best use”. The owners believe compost is the “highest and best use” while the appraisal was based on the value of pasture land. Mr. Tose claims the recent County ordinance passed in 2012 now allows composting on property with LEA zoning and Williamson Act contracts. However, as part of our EIR research we have an opinion by the County Permit and Resource Management Department that the new ordinance language and whether or not compost can be allowed on site 40 under LEA and Williamson Act provisions is not completely clear and subject to some additional considerations. Regardless, the fact that compost is our intended use, and as was mentioned at our last board discussion will require fairly permanent changes to the land has to enter into the compensation conversation.

The full Appraisal final Report is available for viewing and download at this link:
<http://www.recyclenow.org/agency/reports.asp>

Update on the Landfill Negotiations: The County has indicated their conversations with the Cities and their prospective contractor are still ongoing. They are projecting that the landfill Master Operations Agreement (MOA) should be settled and become effective January 2014. After that occurs, we would be set to negotiate with Republic Services for any future use of the leachate pipeline system.

Use of the Land on the Central site: There are two questions that were posed under this subject. The first was if the County was willing to allow use of the new site on Central rent free. Their answer was, "This is a policy call for the Board, so I really can't answer for the Board, except to say that those are the terms of the existing lease, and I would expect the Board would remain consistent. The Board has always seen the value and been supportive of the regional composting program."

The second question was whether there would be any charges for the excavation work the County expected to do on the prospective new compost site since that section was designated as a soil borrow area. The County has responded that no charge has been contemplated for Republic to do their grading. In short, the provisions of the landfill MOA say that Republic is to remove material and leave us with a rough area for our new compost footprint. It has been contemplated that the Agency would require additional work be done to get that site into an acceptable condition.

Summary: Two items of significance are still unresolved to enough clarity to provide sufficient information for our Board's assessment of the two sites. For the Central alternative, the process is still ongoing related to the leachate pipeline system and definitive costs for its use. With Site 40 much work remains regarding settling on pricing for a lease or purchase of the property.

Board Member St. John, representing Petaluma, has suggested that, because of the technical details involved with the leachate pipeline questions, a Technical Committee of the Board might streamline the process. The purpose of this committee would be to work with staff resolving the pipeline issues.

III. FUNDING IMPACTS

No significant new factors from the previous month's analysis.

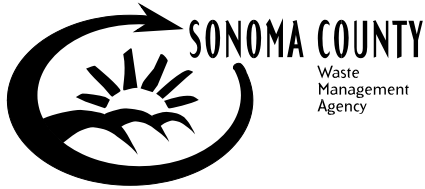
IV. RECOMMENDED ACTION / ALTERNATIVES TO RECOMMENDATION

Staff recommends continued work to resolve the pipeline and land questions to a point where sufficient accurate information is available to allow a complete discussion and decision on selection of a new compost site.

V. ATTACHMENTS

August 21, 2013 Staff Report
September 18, 2013 Staff Report
October 4, 2013 County answers to compost site questions
Allan Tose October 9, 2013 letter regarding Site 40

Approved by: _____
Henry J. Mikus, Executive Director, SCWMA



Agenda Item #: 10
Cost Center: All
Staff Contact: Mikus
Agenda Date: 8/21/2013

ITEM: Report on Compost Site Analysis

I. BACKGROUND

Summary: The Sonoma County Waste Management Agency (SCWMA or Agency), in partnership with its contact operator Sonoma Compost Company (SCC), operates a composting facility located on Sonoma County's Central Disposal Site (CDS). The facility location has always been considered temporary, requiring that a new, more permanent site be identified and developed. The Agency has undergone a comprehensive process to identify the most suitable site for a new compost facility. The most recent action was completion of an Environmental Impact Report (EIR) to fulfill requirements of the California Environmental Quality Act (CEQA). The Agency Board has requested further analysis in addition to the environmental factors considered in the EIR, such as financial and practical considerations, in order to fully understand all pertinent factors as part of their decision process in selecting the most suitable site.

CEQA Process and EIR Decisions Ahead: Under CEQA, SCWMA is the "Lead Agency" for the compost facility project. Several actions/decisions will be required for the compost project to progress.

The next step in the CEQA process is for the "Lead Agency" to certify the Final EIR. A summary of the Final EIR certification process prepared by CalRecycle is attached for reference. In order to certify the EIR, the lead agency must make the following findings:

1. The Final EIR has been completed in compliance with CEQA.
2. The Final EIR was presented to the decision-making body of the lead agency, and the decision-making body reviewed and considered the information contained in the Final EIR prior to approving the project.
3. The Final EIR reflects the Lead Agency's independent judgment and analysis.

Along with certifying the EIR, the Agency will be approving one of the sites analyzed in the EIR. CEQA requires the decision-making agency to balance, as applicable, the economic, legal, social, technological, or other benefits of a proposed project against its unavoidable environmental risks when determining whether to approve the project. In order to approve one of the sites (approve a project), the Agency must find: 1) the project as approved will not have a significant effect on the environment; OR 2) the Agency has eliminated or substantially lessened all significant effects on the environment where feasible; OR 3) any remaining significant effects on the environment are unavoidable and adopt overriding considerations.

If the specific economic, legal, social, technological, or other benefits of a proposed project outweigh the unavoidable adverse environmental effects, the adverse environmental effects may be considered "acceptable." A Statement of Overriding Considerations must be prepared when the Lead Agency approves a project which will result in the occurrence of significant effects which are identified in the final EIR but are not avoided or substantially lessened. For the analyzed sites, the Agency will need to make written findings and statements of overriding considerations related to the impact assessments.

History: The 1992 Agreement that established the Agency included a requirement that "Agency will arrange for an operator with the necessary equipment to process yard waste and wood waste

delivered to the site” thus setting the basis for the Agency’s compost program. Additional language stipulated that “...the County agrees to provide, free of charge as a subsidy, sites at its Central Landfill Site...for a wood and yard waste treatment system.” Thus composting program operations began in 1993 at the CDS. Several locations on the CDS property have been utilized by the compost program, with the move to consolidate operations to the current 35 acre site occurring later in the 1990s.

Current Location: Compost operations include spaces for receiving materials, processing and grinding, multiple windrows (active composting), and finished materials storage. The area used is mostly underlain by a cement-treated base that sits above already-filled trash. A significant volume of unused airspace that is available for additional trash exists rising above the compost site. Thus despite the long tenure of compost operations at the current location, the site has always been treated as temporary. In addition to moving compost operations to a new location, in order for this additional volume to be ready to accept trash a liner is required to be placed above the current in-place trash. However, design and permit work for this liner system has not been done.

Permit: The compost facility is currently operating under CalRecycle Solid Waste Facility Permit number 49-AA-0260. The most recent permit review was performed in 2011, with the next review date as November 2016. The facility is allowed to receive green waste, agricultural materials, and vegetative food waste for processing. This means that meat and dairy products are prohibited.

Volumes of Materials: The facility is allowed to process a maximum of 108,000 tons of materials per year, with growth having occurred over time so that the annual amount currently processed is approximately 100,000 tons of material. However, a Waste Characterization Study done for the Agency and issued in 2007 identified nearly 80,000 more tons of material disposed of as trash that would provide feedstock for additional composting. A major portion of this potential compostable feedstock was further identified as food waste which includes meat and dairy products.

Identifying Prospective New Locations: A feasibility study for developing a new compost facility was done in 2005 which also included establishing criteria for selecting a new site. In 2008 a “Composting Facility Siting Study” was prepared for the Agency “to provide a ranked list of potential alternative sites to serve as a mixed food and greenwaste composting facility” that used the selection criteria from the 2005 study. The siting study process involved screening out sensitive areas of the County given the general parameters of the siting criteria plus a requirement that sites provide at least 50 acres for a facility. One of several reasons for the 50 acre size was to provide a site large enough to process about 200,000 tons annually, a number which accounted for the then-current annual amount processed, the potential additional amount of materials identified in the characterization study, plus some allowance for growth. A pool of 55 single-parcel sites was made and assigned sequential identification numbers. Detailed, weighted scoring criteria were developed to rank these sites, and the original list of 55 was trimmed by removing sites with identifiable flaws. The top ten sites by score were all located in the southern end of the County with none in the central or northern areas. Site 40, east of Petaluma, was the highest ranked site. The alternate site on the Central landfill property (Central Alternative) was not included in the list.

California Environmental Quality Act (CEQA) EIR: The next step was to do an assessment to comply with CEQA regulations. Sites 5A, 13, and 14 from the Siting Study were chosen to be analyzed in the EIR, with 5A as the “preferred” site. 5A is located between Lakeville Highway and the Petaluma River. Site 40 was not on the original list for EIR analysis, as it was the subject of a proposed sale to the Sonoma County Agricultural Preserve and Open Space District and unavailable. The Central Alternative was not on the EIR list because at the time the CEQA work began, the CDS was planned by the County to be divested via sale to a private operator.

Subsequently, Site 40 was added to the EIR site list because it no longer was under consideration as part of an Open Space District project, and was available for this project. Also, with the termination of the County's divestiture plans, the Central Alternative was also added to the sites examined by the EIR. In fact, it was decided to do CEQA analysis to the full level normally just used on the "preferred site" for Site 5A, Site 40, and the Central Alternative site. However, due to the limitations of its smaller than 50 acre footprint coupled with the capacities of then-typical composting methods the Central Alternative site was only evaluated for a processing amount of approximately 110,000 tons of materials annually.

The Draft EIR was issued in December 2011 and a hearing for public comment was conducted January 18, 2012. In large part based on technical comments received that demonstrated the Central Alternative site could achieve an annual throughput of 200,000 tons via use of newer compost processing methods, the Draft EIR had its chapters concerning the Central Alternative site revised and recirculated. This Recirculated Draft EIR was issued September 2012 and a public hearing was held on October 24, 2012.

Comments from the original Draft EIR and the Recirculated Draft EIR were compiled and addressed in the responses to comments in the Final EIR. The Final EIR was presented to the Agency Board at its meeting on April 17, 2013. At that meeting the Board directed staff to put together the full analysis of factors that impact the viability of the potential new sites to include practical and financial considerations in addition to the environmental analysis contained in the EIR.

II. DISCUSSION

Environmental Conclusions: The EIR determined that the Central Alternative site was the "Environmentally Preferred Alternative" although arguably the difference between the Central Alternative Site and Site 40 in terms of significant and unavoidable impacts was small. The third site, Site 5A, was clearly an inferior selection based on environmental criteria.

Subjects for Consideration: In addition to environmental considerations, financial and practical attributes of each prospective site are important in a complete analysis geared towards making a selection of the most suitable project site. Some of these factors are:

1. Cost to obtain a site, whether purchase or lease
2. Site development costs, such as nearby infrastructure improvements
3. Site construction costs
4. Transportation costs from outlier collection locations
5. Site capacity and growth potential
6. Cost of utilities
7. Water supply
8. Storm water management, including "zero discharge" considerations
9. Ease of public access
10. Operational autonomy
11. Fee structure
12. Land use and zoning
13. Permitting
14. Risk factors
15. Neighborhood impacts

Site Descriptions: The Central Alternative would be at the far western end of the CDS property, with a size of about 34 acres. That general area is often called the "rock extraction area" and is planned as a borrow site for onsite soils for landfill use. The area proposed is not level, so considerable excavation work combined with filling is required to provide a level area sufficient for composting

operations. This spot would not be located above in-place trash, nor are there plans to use this space for future landfill capacity.

Site 5A is near the south end of Sonoma County, west of Lakeville Highway along the Petaluma River. It is 100 acres in size, and is a low-lying area that exists within the 100 year flood plain adjacent to the Petaluma River.

Site 40, also known as the Texiera Ranch, is southeast of Petaluma in the western corner of the intersection of Adobe Road and Stage Gulch Road. It is gently rolling pasture land currently used for grazing cattle, and is 390 acres in size.

Site 5A Negative Factors: The following analysis does not include Site 5A because of serious negative factors identified in the EIR, which include an estimated \$3.7 M cost of road improvements on Lakeville highway and Twin House Ranch Road, and its location in a flood plain which carries restrictions and prohibitions on waste water treatment and earth filling. In addition, a substantial amount of berm/dike construction would be necessary which would greatly lessen but not entirely remove the dangers of lowland flooding. For these reasons, Site 5A is considered infeasible by staff.

Cost to Obtain a Site: Site 40 could be purchased or leased. The Site 40 owners had previously listed their property for sale at \$6.4 Million. For this analysis, the owners' realtor was contacted, and a lease payment price of \$1.2 Million per year was also offered, for a lease term of 34 years. This lease fee seems exorbitant and likely far beyond the appraised amount above which a public agency cannot pay, as lease payments would cover the sale price in just over six years. In addition, revenue projections do not support anywhere near this level of lease payment. The owners have indicated the site is no longer for sale, but the property could be obtained via "eminent domain" proceedings with all the complexities that involves. Analysis amortizing the purchase price over 25 years indicates \$2 to \$3 per ton would be needed to cover the expense. In any case, analyses were done that included the purchase price of \$6.4 M and an Agency staff estimated annual lease payment of \$250,000.

The Central Site would likely be available at no charge, based on statements made by County staff during the compost site license negotiations conducted over the past year.

Nearby Infrastructure Improvements: For Site 40, none were contemplated in the EIR analysis, but it is not unreasonable to suppose that at some future point some roadway improvements would be made at the nearby intersection of Adobe and Stage Gulch Roads. However, for our analysis costs for a site entrance and turn lanes are included in the overall site construction costs. It is not expected that developing the Central Site would require any infrastructure investments.

Site Construction Costs: Several alternative scenarios exist for either Site 40 or Central, and the analysis was done for construction costs for each. Site 40 was examined for a standard Aerated Static Pile layout, and for Aerated Static Pile with "pony" walls (as contemplated for Central) which allows a smaller footprint. Also, each of these alternates was further divided to look at site purchase and site lease options, for a total of four versions for Site 40. Central was examined in two separate ways: with basic site preparation done by the County's contractor at no expense, and with full excavating and fill costs allocated to the project. The area designated at Central is also planned as a major borrow area for soils used in landfill activities, which would need to be removed prior to any efforts to build a new compost site. In discussion with County staff related to both the compost site license and the landfill Master Operating Agreement, indications have been given that the basic excavation and grading would be performed by the County's contractor at no charge since they would be required to do this work regardless. However, since that possibility is not completely assured, the "pay for it all" version was included in the analysis.

Annual Expenses: Costs for a new compost facility were divided into two groups: The first set included single time expenses related to start-up, such as purchasing the land, engineering design, construction, and equipment. These costs were totaled, then amortized for a 25-year period as annual expense. The second group of costs were recurring annual expenses, such as for operations (including labor, utilities, and supplies) and site lease where applicable. The annual numbers were added together and costs per ton were calculated for a 150,000 tons per year throughput (to recognize the amount of new food waste diversion the facility is expected to accommodate in fairly short order), and the maximum design capacity of 200,000 tons per year. These costs per ton were developed for all six scenarios.

Transportation Costs: The collection and transportation set-up is established for delivery of raw materials for composting to Central, so that expense was used as a baseline. For Site 40, material currently delivered to Central would require transport, and the miles from three of the outlier transfer stations would increase while one would decrease. These factors were used to establish a net increase in transport costs for using Site 40, and both the 150,000 tons per year and 200,000 tons per year quantities were analyzed.

Site Capacity and Growth Potential: Central would clearly be at its capacity limit, as it has a smaller available footprint. Creativity with the methodology to be used, via higher piles and closer spacing through use of "pony" walls, was essential to pushing the envelope to get a design capacity of 200,000 tons per year, as more conventional means originally topped the capacity out at 110,000 tons per year. Although the higher capacity design was carefully studied as part of recirculating the Draft EIR to provide reasonable assurance that the methodology would work, there is still some degree of risk involved as this scheme is not yet in widespread use.

Site 40 however, utilizes less than 50 acres of the full 390 acre property. Thus capacity is not limited by footprint, providing greater assurance that this location would be able to accommodate all the County's needs for processing organic wastes for the foreseeable future.

Site 40 can handle growth beyond 200,000 tons per year provided all regulatory procedures are adhered to, while Central clearly cannot.

Water Supply: Site 40 already has a large pond on site, which is available for water needs. In addition, because of the property size, there is no limit to the size storm water detention pond that can be built. The detention pond could be made large enough to hold large amounts of water sufficient to meet the facility's needs.

Central has limitations on storm water detention pond sizing, which is designed to be less than an acre due to the limited facility footprint. Water from wells on the landfill property would be essential for the operation, which are currently available on a fee basis. Granted, use of Aerated Static Pile technology greatly reduces the water needs by its inherent efficiency compared to current open windrow methods, but water beyond what can be captured and stored will be needed.

Storm Water Management: Zero-Discharge of compost processing contact water has been required by the North Coast Regional Water Quality Control Board. However, even though the amount of this contact water that must be dealt with is significantly reduced by the covered piles to be used, the EIR analysis conservatively analyzes all storm water would be subject to the Zero-Discharge requirement. At Central, the contact water beyond the detention pond's limited capacity would require some treatment option, which likely would be via use of the County's existing leachate pipeline that is routed to the Laguna Waste Water Treatment Plant (LWWTP). Use of the pipeline would incur expense, and has some relevant factors that are of concern.

The pipeline was constructed to provide efficient and environmentally safe transport of landfill leachate to a treatment plant. The pipeline was built from the landfill to a connection with a City of Rohnert Park sewer line; the Rohnert Park line then conveys the landfill leachate to the City of Santa Rosa's LWWTP. Currently the County has agreements in place with Rohnert Park for use of their line as a connector, and with Santa Rosa for treatment of their leachate, but these agreements will of necessity change if the County turns operation of the landfill facility over to its contractor, Republic Services.

The County's portion of the leachate line has been subject to litigation related to the performance of the pipeline components. The Rohnert Park component of the pipeline system is old enough that major upgrades and repairs are required for continued use. The County together with its intended landfill contractor, Republic Services, are currently negotiating with Rohnert Park regarding the cost of these upgrades and repairs.

During Agency negotiations with the County on the compost site license, some discussion was included for what the fee structure for Agency use of the leachate pipeline system for compost facility water treatment might be. Nothing was concluded in large part because so much of the cost picture for pipeline upgrades and maintenance were unknown. Also, Agency staff was unwilling to commit to paying a share of these upgrade or repair costs, until their extent was known and it was clear payment of such costs was appropriate. However, the County landfill MOA with Republic contains specific language stipulating that the Agency will "...pay Contractor each month a proportionate share of all of the Contractor's direct costs and expenses for the use and maintenance of the Leachate Pipeline, which costs shall include but are not limited to Contractor's costs of connecting to, using, maintaining, repairing, replacing, monitoring, and testing of said pipeline". More information is needed from the County regarding these provisions in order to properly assess their impact.

Another issue is the pipeline capacity and, related to that, potential restrictions on use. Although leachate pipeline capacity is available for compost storm water, SCS Engineers' calculations show that a maximum of 10% of a 25-year storm's accumulated water could flow via the pipeline in a 24 hour period. As to restrictions, appropriately so given that the pipeline was originally built for landfill leachate, when larger storms result in the LWWTP restricting its intake of pipeline liquids, leachate would have to be the priority discharge. This could result in periods when the pipeline would not be available for our use during storm events when the pipeline is most needed.

At Site 40 it is expected that the storm water detention pond would have to be sized to accommodate any collected storm water.

Ease of Public Access: Central is most advantageous because of its location. It is near US Highway 101, and is closer to most concentrations of population. As contrast, Site 40 is relatively more remote and more difficult to access.

Operational autonomy: By its very nature as an Agency-owned or leased property, Site 40 offers complete autonomy without the need to accommodate other administrative or operational requirements, as would be the case with continued operations at Central. The Central property has a primary function as a landfill with composting as a subordinate activity. Also, as has been seen via the divestiture and landfill MOA discussions, needs beyond the compost operation can dictate how the property is managed. Thus using the Central site has some inherent risks and lack of Agency control.

Fee Structure: As part of our RFQ process during 2012 to select a compost operating contractor, we asked for pricing estimates per ton to provide comparison to our current situation. The numbers were pretty consistent regardless of location. However, if the Central alternative was chosen, there would be a higher price compared to Site 40 because of the County's MOA. That agreement contemplates

spreading the Tip Fee Surcharge (used to fund the Agency's HHW, Education, and Planning cost centers, currently just assessed on inbound trash) to cover other inbound materials including compost. The new, broader Surcharge is estimated to be nearly \$5 per ton. The MOA also requires establishment of a new County "Convenience Fee" estimated at \$9 per ton to all inbound materials. Thus use of the Central site carries with it a built in \$14 per ton higher charge on inbound raw materials for compost. This is a very large impact on the rate paying public, as it represents an increase over current levels of approximately 40% (\$14 added to the current transfer station gate fee of \$34).

Land Use and Zoning: Continued operation of composting at Central would be consistent with current land use and zoning parameters. Development of Site 40 may require land use changes.

Permitting: A solid Waste Facility Permit would be required from CalRecycle/LEA, and depending on how stormwater discharges can be handled Waste Discharge Requirements (WDR) from the appropriate Regional Water Quality Control Board. It is certain a WDR would be needed for an operation at Central given the detention pond capacity limits, but Site 40 may not need a WDR, as that site has the ability to contain all storm water.

Risk Factors: There are several "risk factors" inherent in the Central site that require consideration. The biggest is the leachate pipeline and its issues of cost for use, capacity, and restrictions. Use of the pipeline would also include assumption of some undetermined liability in the event the pipeline had functional problems. A second risk factor is the limited space coupled with the new methodology to be employed that is not proven enough to guarantee the capacity throughput needed.

Neighborhood Impacts: The area surrounding Site 40 is zoned agricultural, while Central sits next to a residential subdivision, Happy Acres, of more than 80 homes. The Final EIR adequately addresses concerns raised at the Public Hearing about air borne impacts from activities at Site 40. However, the recent history of odor and noise complaints from residents of Happy Acres will continue to be an issue even with the better processing methods to be used.

The table below is provided to show the factors analyzed with staff's suggested evaluation as to which site has the advantage for each factor. The evaluations are NOT weighted in any way, nor is there any suggestion that the different factors carry equal weight.

Category	Site 40	Central
Land Cost		Advantage
Development Cost	even	even
Construction Cost		Advantage
Transportation Cost		Advantage
Capacity & growth	Advantage	
Utilities	even	even
Water Supply	Advantage	
Storm Water Management	Advantage	
Public Access		Advantage
Autonomy/independence	Advantage	
Fee Structure	Advantage	
Land Use & Zoning		Advantage
Permitting	Advantage	
Risk Factors	Advantage	
Neighborhood Impacts	Advantage	

III. FUNDING IMPACTS

Staff has compiled estimates for six scenarios regarding purchase or lease of Site 40 and the lease of a portion of the Central Disposal Site with Republic incurring the cost of excavation or the Agency incurring the cost of excavation. These scenarios are estimates performed by staff and could vary greatly from amounts produced by professional appraisers, construction estimators, and building material suppliers. Please also note that they rates projected below do not include profit for the operator, which would increase the per ton rate.

The Central Disposal Site, with Republic excavating the Rock Extraction Area, has the lowest up-front and operational costs with rates as low as \$15.88/ton, assuming 200,000 tons per year. The lowest up-front and operational costs for Site 40 would be a lease of the site with the “pony” wall, positive Aerated Static Pile system. That rate would be \$18.81/ton, assuming 200,000 tons per year. When the Agency surcharge and County convenience fee are added to the Central Disposal Site rate, the rate increases to \$29.77/ton.

The lowest cost scenario to the ratepayers would be the scenario in which the Agency leases Site 40 and installs a wall Aerated Static Pile system.

All scenarios include the use of \$5 million of Agency Organics Reserve, which was established for the purpose of relocating the compost facility.

	Purchase Site 40 Regular ASP	Lease Site 40 Regular ASP	Purchase Site 40 Wall ASP	Lease Site 40 Wall ASP	Central w/ Rep Exc.	Central Wall ASP
Total up-front costs:	\$19,910,392	\$13,510,392	\$18,211,627	\$11,811,627	\$9,782,003	\$15,192,987
Less use of Reserves:	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
Net Up-front costs:	\$14,910,392	\$8,510,392	\$13,211,627	\$6,811,627	\$4,782,003	\$10,192,987
Up-front costs, yearly basis:	\$1,098,754	\$627,135	\$973,571	\$501,952	\$352,388	\$751,126
Yearly Operations	\$2,259,380	\$2,259,380	\$2,259,380	\$2,259,380	\$2,802,380	\$2,802,380
Lease/rent annually	\$0	\$250,000	\$0	\$250,000	\$0	\$0
Annual Operator Costs:	\$3,358,134	\$3,136,515	\$3,232,951	\$3,011,332	\$3,154,768	\$3,553,506
Transport, 200K tons	\$750,193	\$750,193	\$750,193	\$750,193	\$0	\$0
Total annual cost 200K tons	\$4,108,327	\$3,886,708	\$3,983,144	\$3,761,525	\$3,154,768	\$3,553,506
Cost per ton, 200K tons	\$20.54	\$19.43	\$19.92	\$18.81	\$15.77	\$17.77
Surch. & county fee, 200K tons	\$0.00	\$0.00	\$0.00	\$0.00	\$14.00	\$14.00
Total per ton fee, 200K tons:	\$20.54	\$19.43	\$19.92	\$18.81	\$29.77	\$31.77
Transport, 150K tons	\$637,554	\$637,554	\$637,554	\$637,554	\$0	\$0
Total annual cost 150K tons	\$3,995,688	\$3,774,069	\$3,870,505	\$3,648,886	\$3,154,768	\$3,553,506
Cost per ton, 150K tons	\$26.64	\$25.16	\$25.80	\$24.33	\$21.03	\$23.69
Surch. & county fee, 150K tons	\$0.00	\$0.00	\$0.00	\$0.00	\$14.00	\$14.00
Total per ton fee, 150K tons:	\$26.64	\$25.16	\$25.80	\$24.33	\$35.03	\$37.69

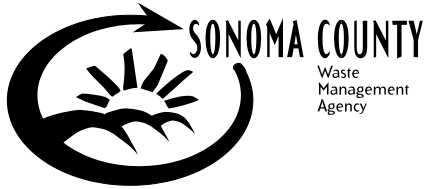
IV. RECOMMENDED ACTION / ALTERNATIVES TO RECOMMENDATION

Staff does not recommend the Board make any decisions regarding site selection or related to the EIR/CEQA process at this time, because the decision is of great import and involves so many complex factors. Rather, Staff recommends the Board consider the information presented for all the factors about either Site 40 or the Central Site carefully, then continue the discussion at the next meeting of the Board with the plan to make these decisions at that time. Staff is available to perform further research and valuation if requested.

V. ATTACHMENTS

CalRecycle CEQA Process Description

Approved by: _____
Henry J. Mikus, Executive Director, SCWMA



Agenda Item #: 10
Cost Center: Organics
Staff Contact: Mikus
Agenda Date: 9/18/2013

ITEM: Follow-Up Report on Compost Site Analysis

I. BACKGROUND

Summary: The Sonoma County Waste Management Agency (Agency) is conducting a comprehensive process to identify the most suitable site for a new compost facility. At the August 21, 2013 Board meeting an analysis of two sites, Site 40 and the Central Alternative, was presented for discussion. The Board asked staff to provide additional information for the September Board meeting regarding greenhouse gas emissions, costs at nearby competing facilities, food waste capacity, fire code restrictions, a project timeline for each site, storm water requirements for Site 40 (particular to the San Francisco Bay RWQCB), leasing or purchasing just the minimal portion of Site 40 rather than the entire property, and an appraisal of Site 40's value.

In the interests of brevity, the staff report from the August meeting is included as an attachment, and little of the information from that report is repeated here.

II. DISCUSSION

Greenhouse Gas Emissions: The Draft and Recirculated Draft Environmental Impact Reports for the compost site relocation project list the total Greenhouse Gas (GHG) emissions for Site 40 and the Central Site Alternative as 5,258 and 2,946 metric tons per year at full build-out, respectively. The net emissions (new site minus the emissions from the existing compost site) were listed as 3,135 and 818 metric tons per year. However, ESA, who prepared the EIR for this project, applied an emission reduction for the Central Site Alternative for the use of the "pony walls" and Gore cover system on the Central Site Alternative, but not for Site 40. If that reduction is applied to Site 40, the total net emissions would be 1,490 metric tons per year for Site 40 and 818 metric tons per year for the Central Site Alternative, a difference of 672 metric tons per year.

Though the Bay Area Air Quality Management District (BAAQMD) set GHG thresholds of significance for GHG emissions of 1,100 metric tons, these threshold limits were subsequently litigated and dropped. Absent of any new threshold, ESA chose to use the abandoned BAAQMD GHG threshold to determine whether the impact was significant. Under these thresholds, full build-out operations at Site 40 would be significant without mitigation because 1,490 metric tons/year was above 1,100 metric tons/year, while the Central Site Alternative would be less than significant without mitigation as its calculated effect of 818 metric tons/year was below the 1,100 threshold. However, the mitigation measures for Site 40 for this issue include developing an annual GHG emission inventory and offsetting emissions through operations on-site or other projects off-site. The offsets are expected to cost approximately \$10/metric ton, which for Site 40 would include an annual cost of approximately \$3,900, unless on-site operations could reduce the need for offsets (e.g. electrification of equipment, renewable energy generation, etc.). To put the offset in perspective, 390 metric tons of greenhouse gas emissions, according to the U.S. EPA, is approximately what 81.3 passenger vehicles would emit annually.

Costs at Nearby Competing Facilities: Another item requested by the Board was an analysis of tip fees for other compost facilities in the vicinity of Sonoma County. Staff contacted six other large compost facilities in neighboring counties. The distance from the Central Disposal Site to each site is listed in the table as well. A cost of transportation is not included in the analysis due to the wide range of different vehicles that could be used to haul the green material, each with variable fuel/labor

costs. Qualitatively we can state that the existing tip fee structure (\$34.10/ton) at the Central Disposal Site rates very favorably when factoring in that self-haulers would incur some additional cost to transport the material to the other facilities. If the tip fee were to increase to approximately \$48/ton due to the imposition of a surcharge plus the County's proposed "convenience fee", some other facilities may still not be competitive at the rates disclosed, but other facilities, including Cold Creek Compost through the Ukiah Transfer Station, Redwood Landfill, and Napa Garbage Service may be more cost effective than the Central Disposal Site even when including an additional expense to haul the material.

Compost Site	Greenwaste Rate (per ton)	Miles from Central Disposal Site
Cold Creek Compost (via Ukiah TS)*	\$ 26.67	69.7
Jepson Prairie Organics	\$ 32.75	72.9
Napa Garbage Service	\$ 38.00	35.5
Redwood Landfill	\$ 40.00	15.7
WCC Organics*	\$ 117.02	41.3
Potrero Hills Compost	\$ 53.00	55.5
Central Compost Site	\$ 34.10	-
Central Compost Site w/added fees	\$ 48.10	-
*Calculated by converting cubic yard charge to tons		

Food Waste Capacity: The representatives of W. L. Gore & Associates, Inc. ("Gore"), the firm that designs and supplies the components for the Aerated Static Pile (ASP) composting system, have indicated that 35% is the upper practical limit for the portion of feedstock materials that can be food waste. This figure has been borne out by the experiences shared with us by other compost site operators that process large amounts of food waste. At the maximum projected capacity of a new compost facility, 200,000 tons per year, the 35% rate would mean 70,000 tons of food waste could be accommodated. This amount is consistent with previous estimates that between 60,000 and 80,000 additional tons of organic materials (most of which would be food waste) could be diverted from the landfill waste stream and used for compost feedstock.

Fire Code Restrictions: Concerns were raised during "Public Comment" at the August meeting discussion that the ASP pile dimensions would be in violation of applicable fire codes. As a result, Agency and Sonoma Compost Company staff met with the Sonoma County Fire Marshal and a representative of the Rancho Adobe Fire Protection District to look at the fire code requirements and how they might apply to our planned ASP system.

The 2010 California Fire code, Title 24, Part 9, which has been adopted by the County of Sonoma, under section/paragraph 1908.3 states, "Piles shall not exceed 25 feet in height, 150 feet in width, and 250 feet in length." ASP piles as contemplated for our new facility would be 12 to 14 feet high, 26 feet wide, and 150 feet long. These dimensions are all well within the code limits.

A specific concern made during the "Public Comment" was that the closely spaced, side by side layout of the ASP piles would not provide for adequate fire lanes between piles. During our discussion with the Fire Marshal and the Rancho Adobe representative it was determined that as long as the overall dimensions for groups of ASP piles did not exceed the fire code maximum pile sizes listed above, the fire code requirements be met. Thus, grouping the ASP piles in batches of eight with fire lanes in between the batches will work. Staff has checked the concept layout as shown in the EIR documents, and this arrangement fits in the allocated space.

Project Timeline for Each Site: Project timelines, from land acquisition through construction and to achieve transition from the old site to the new were developed. The time required start to finish is estimated to be between 37 and 40 months. There were distinct differences between the two sites. However, the added time at Central anticipated to obtain permits and the increased time for removing rock was balanced by the ability for Republic Services (the County's anticipated contractor) to do a substantial amount of excavating and base grading concurrent with the design and permitting. In fact, Republic's on-site manager has promised that their plan, despite landfill MOA contract language giving them 30 months to do their earth removal, is to provide the basic level surface one year prior to our move date. On the other hand, extra time was put in the Site 40 estimate to allow for land acquisition.

Storm Water Regulatory Requirements for Site 40: Both sites under consideration would be subject to Regional Water Quality Control Board oversight. However, while Central would fall under the jurisdiction of the North Coast Regional Water Quality Control Board (NCRWQCB), Site 40 is in the region regulated by the San Francisco Bay Regional Water Quality Control Board (SFBRWQCB). Staff has communicated with the appropriate personnel at SFBRWQCB and examined their regulations and permit application documents. Although safeguards to water quality are not compromised, it appears that the regulatory process would be more straightforward for Site 40.

Site 40 Appraisal for Purchase or Lease Costs: Several local firms that performed real estate appraisals, particularly with experience evaluating agricultural land, were contacted. Vice Appraisal Company of Santa Rosa was retained to provide appraisal services to evaluate Site 40. Vice was tasked with providing their estimated costs for purchasing the whole property, or just the 50+ acres required for our facility, and similarly to provide price estimates for leasing either the whole property or just the needed section. The results of the appraisal was not available at the time of transmittal preparation, but is expected before the September Agency meeting.

Comparison of Factors: The table below is provided to show the factors analyzed with staff's suggested evaluation as to which site has the advantage for each factor. The evaluations are NOT weighted in any way, nor is there any suggestion that the different factors carry equal weight.

Category	Site 40	Central
Land Cost		Advantage
Development Cost	Even	Even
Construction Cost		Advantage
Transportation Cost		Advantage
Capacity & growth	Advantage	
Utilities	Even	Even
Water Supply	Advantage	
Storm Water Management	Advantage	
Public Access		Advantage
Autonomy/independence	Advantage	
Fee Structure	Advantage	
Land Use & Zoning		Advantage
Permitting	Advantage	
Risk Factors	Advantage	
Neighborhood Impacts	Advantage	
Greenhouse Gas Emissions	Even	Even
Project Timeline	Even	Even

Summary: The multiple factors that must be considered to choose which location, Site 40 or the Central Alternative, is best for our future composting needs, makes the decision on site selection complex. Unfortunately, neither site is clearly better, and both sites have issues that will need to be

addressed. Site 40 would cost more to obtain and construct, and would require logistical changes to the County's waste collection system. Central has a limited, smaller available footprint, which raises questions about limits regarding its total capacity. Central is physically located near a neighborhood with a history of odor, traffic, and noise concerns. Finally, Central is subject to several risk factors such as the use of the pipeline for storm water discharge and treatment and regulatory hurdles. It is these risks that cause staff the greatest concern.

In addition, in a truly long-term view, the Agency and the compost program would be best served by the stability and independence offered by having a site unencumbered by other operations which take priority over, and could potentially displace, the composting operation. It is the long term advantages coupled with the Central risk issues that suggest Site 40 would be the preferred site.

III. FUNDING IMPACTS

No new factors from the previous month's analysis.

IV. RECOMMENDED ACTION / ALTERNATIVES TO RECOMMENDATION

The Board's next steps would be to select a project site and certify the EIR. However, doing so requires formal votes supported by several legal documents, including:

1. Resolution selecting a project site.
2. Resolution certifying the EIR, which would include:
 - A. Findings
 - B. Statements of Overriding Considerations

It is recommended that the Board select a site, and with that selection, direct Agency Counsel to prepare the required documents for formal adoption.

V. ATTACHMENTS

August 21, 2013 Staff Report

Approved by: _____
Henry J. Mikus, Executive Director, SCWMA

From: [Susan Klassen](#)
To: [Henry Mikus](#)
Cc: [Trish Pisenti](#); "[Downey, Rick](#)"
Subject: FW: compost & the landfill property
Date: Friday, October 04, 2013 3:44:36 PM

Hi Henry,

I have inserted my answers to your questions below. Please understand that the County is committed to helping resolve the compost storm water situation at Central, we just have to look after the leachate first. The Agency Board appears to not be fully aware as to how serious this situation is, and how important it is to resolve. Happy to continue the conversation. Susan

From: Henry Mikus
Sent: Wednesday, October 02, 2013 11:38 AM
To: Susan Klassen
Subject: compost & the landfill property

Susan,

At the last Agency Board meeting as part of our discussion regarding selection of a new compost site, several Board members had questions about items involving the County. We have had conversations on all these items before, to varying degrees of detail. The Board wanted additional information if possible/available on some topics, and assurance that some of the things you and I have spoken about in concept were realistic.

I would appreciate your help in responding to these questions and issues.

What is the status of the County negotiations on use of the Rohnert Park pipeline to the Laguna WWTP, and the ability to discharge from the pipeline to the Laguna plant? **The County prepared a feasibility Study (attached) which looked at 6 different options to address the Rohnert Park Trunk Sewer issues, only one of those options (D) has been eliminated thus far. They consist of A) connection to Cotati, B) extension of our pipeline to the Plant, C) connection to a City of Santa Rosa sewer, E) continued use of the Rohnert Park trunk, and F) trucking. We have been in contact with all parties and all are willing to discuss. The options with Cotati and Rohnert Park are the most efficient and cost effective, provided the County pays only normal proportional shares of cost. The connection to Cotati, would be the quickest and easiest to implement, as it requires very little actual construction.**

What is the planned timeline for repairing/redoin the Rohnert Park segment, and are there any anticipated pipeline closures that might affect availability of the pipeline for use? **I am not aware that a timeline is established by Rohnert Park to upgrade/repair this stretch of sewer. Rohnert Park and/or Santa Rosa, has been doing some interim work this summer and we have been shut down on several occasions from using the pipeline this summer, Alex or Glenn can give you the details on the number of continuous days but it has been significant.**

This question is not Board-generated, but is pertinent to the whole compost site discussion: We

understand the County is considering other options rather than continued use of the Rohnert Park pipeline. What might they be in regards to how those options might affect our ability to use the pipeline system? I already answered the first part of your question above. As to the second part, staff is not doing anything with regard to the "existing" compost facility, as the County's portion of the pipeline does not have the capacity to resolve the issue without Agency construction of a major new storm water detention facility. As to the new facility, I have yet to get the design parameters from you of what your needs will be, so that we can try to plan for your needs associated with the "new" site. Without this information, we are planning for the leachate only. I now understand that RWQCB desires to have zero discharge of **all** storm water from the new compost facility, I understand this means **all** storm water whether it comes into contact with compost material or not. If that is the case my understanding is the footprint for the new site is as large as your existing site, (or larger) so the same issue will exist or be greater. Without significant storage volume for detention of your storm water, such that it can be fed into the pipeline slowly over extended periods, the pipeline will not be an option. While the County is committed to working with you to help you resolve the storm water issue, I must reiterate that there is no room in other areas of the County property for the size detention pond I anticipate you will need, to make sure that you do not discharge water during a heavy winter. Have you considered talking to Mattos or Gray (Grey?) or Cammozzi about siting of a large pond on their property, which they could use as water supply, and that could act as a detention pond such that you could possibly use the pipeline? This appears to me, (just one engineer's opinion) to be your only option, and such infrastructure, could resolve your existing site and the future site as well, with an additional benefit that the water could be used for beneficial re-use perhaps without the need for the pipeline or at least dramatically reducing the need, and therefore the cost of disposal. In my view, again just my personal opinion, this is an option that you should really consider, my observation is that there will not be a unanimous vote for site 40.

What would be the rate we would have to pay to use your pipeline now, and by extension the Rohnert Park section and to discharge at Laguna? Staff had not planned to develop a rate for use of the pipeline now, as your study determined that we cannot accommodate your current storm water need as discussed above. As Refuse staff are not sewer specialists, we would likely hire a consultant or rely on Republic to advise us as to what a rate should be if it is found that we could serve the new site in the future.

What would be the rate to use the pipelines and discharge under future scenarios, such as post-MOA, after the Rohnert Park section is redone, or if a different option other than Rohnert Park's pipeline is used? Per section 7. of the License agreement the County will negotiate regarding shared use. I would refer to section 7.4F. of the MOA which contemplates that the Agency negotiate with Republic and the County. We expect that the MOA may become effective in January 2014. In the meantime I would draw your attention to the range of costs per gallon that are discussed in the feasibility study attached, knowing that those figure are very preliminary, did not take compost storm water into consideration and do not include costs associated with any new detention facilities.

Do you have any estimates for liability costs for use of the pipelines, and how they may be allocated? Not sure I understand what you are asking.

Our initial discussions on the new compost site at Central were that the site could be used rent-free. Is this still the case? If not, what would the County expect as rent? This is a policy call for the Board, so I really can't answer for the Board, except to say that those are the terms of the existing lease, and I would expect the Board would remain consistent. The Board has always seen the value and been supportive of the regional composting program.

Our previous conversations have been that the excavation/grading as a borrow site at the proposed new compost site at Central would be done by your contractor at no charge to the agency because this work has to be done anyway, whether or not compost relocates there. Is this still so, and if not what might be an expected fee? I would refer you to Section 5.5c. of the MOA for contractors obligations for excavation of material in that area. As we have discussed before they are required to remove material and leave you with an area which will roughly provide for the compost area, this does not mean that they will be preparing a properly compacted working surface cut to the lines and grades that will be required for final construction of all your facilities. There has never been any discussion of charging the Agency a fee for Republic to carryout their obligations under Section 5.5c.

This question is also not Board-generated, but is pertinent to the whole compost site discussion: We have discussed the Water Board's requirement via the latest WDR for the compost site to achieve zero-discharge, and we have discussed that the single most important component to accomplishing this requirement is developing sufficient water storage capacity. As of the last conversation we had with you, Republic, and our consultants it seemed none of the locations proposed for making added water storage were viable. Has there been any change or re-thinking on your part regarding this issue? I believe I answered this question above. I have not consulted with Republic recently to see if they have any other thoughts, currently the County expects to be transitioning the site to them by the end of the calendar year, or shortly thereafter. Again, if the Agency, is going to put a significant investment into construction of a storm water detention facility, I would think it would have to be in a location which will serve the existing and the future and where long-term it is out of the way of build out of the landfill.

Thank you for taking time with our questions.

Henry Mikus

**Allan Tose
561 Broadway Suite A
Sonoma, CA 95476
707-738-1398**

October 9, 2013

Mr. Henry Mikus
Executive Director SCWMA
2300 County Center Drive Suite B100
Santa Rosa, CA 95403

RE: Compost Facility Site 40 Zoning and Appraisal

Dear Henry:

The Sonoma County Zoning Ordinance changed during the course of the EIR, with the adoption by the Sonoma County Board of Supervisors of Ordinance #4963 and #4964, on January 31, 2012. The implications of the new ordinance are clear, that commercial composting is now allowed in LEA zoning and under Williamson Act contracts. This information, to date, has yet to be fully or correctly included in the LEA section of the Sonoma County Zoning Ordinance.

Since January 31, 2012 a commercial composting facility is allowed in both LEA zoning and under a Williamson Act contract, without a zone change. It is the end product that is produced which is the basis for our agricultural qualification under the LEA zoning and the Williamson Act. When done on agriculturally zoned land, composting is an agricultural process of growing microbes resulting in an end product of organic fertilizer, which is primarily used to fertilize vineyards in Sonoma County. Some of the qualifying issues are that at least 50% of the finished product must be used for agriculture, that it must be on class 3 or 4 soils and must be an ancillary use. This project would meet all of these requirements.

The current Williamson Act Contract on Site 40 is a Type II contract dating back to 1975. It simply states that the land is to be used for "Agriculture." For commercial composting to qualify as an agricultural use under the Williamson Act, more than 50% of the finished product must be sold for agricultural use. The proposed facility will include a full service operation that produces compost, as defined in Division 30, Part 1, Chapter 2, Section 40116 of the Public Resources Code. To operate a commercial composting facility on a Williamson Act property, composting must be an ancillary use to the other agricultural operation. Since the other 340 + acres of the single parcel ranch will remain in irrigated pasture, a calving operation and feed production, our proposal is in compliance with the California Conservation Board rules. No modification of the current Williamson Act contract will be necessary to remain in compliance, since no acreage is being taken out of agricultural production.

The adoption of Ordinance 5964 brings Sonoma County into compliance with state regulations. Other jurisdictions that are in compliance currently have composting facilities in agricultural zoning and with Williamson Act contracts. Some examples are:

Cold Creek in Mendocino County is on ag zoned land, is leased and in the Williamson Act.
Jepson Prairie is on ag zoned land and is leased.
Zamora, in Yolo County is on ag zoned land that is in the Williamson Act.
The facility in San Jose is on leased land as well as the Palo Alto composting facility.

It is time to move along on this project. Currently in excess of 100,000 tons a year of organic material is shipped out of the county, composted and trucked back for vineyard application. Approval of this application would eliminate the carbon footprint of an enormous amount of trucking. I think at this point that we have addressed all the relevant issues. Please contact me if you should need any further information.

The appraisal process changed with the adoption of Ordinance # 5963 and 5964. Prior to January 31, 2012, commercial composting was not allowed in LEA zoning or as a nonconforming or compatible use under the Williamson Act. Commercial composting would have been an industrial process to dispose of municipal waste. Since a zone change to PF would have been required, the appraisal would be based on its highest permissible private use at that time. That value would have been plantable vineyard use.

Now that commercial composting is a legal use in LEA zoning and within a Williamson Act Contract, the highest and best use of Site 40 is as a commercial composting facility. The current appraisal completely avoids consideration of the subject and only considers pasture, vineyard and housing use and values. Attached are the criteria for highest and best use from the appraisal. Composting at site 40 now meets the test as it's highest and best use being;

Legally Permissible

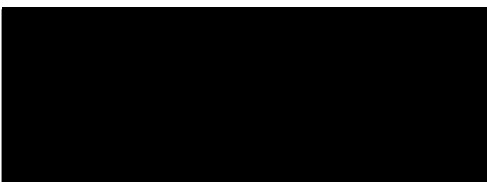
Physically Possible

Financially Feasible

Maximally Productive

The market comparables need to pass this criteria test also. These similar facilities are all outside Sonoma County. Nearby agricultural parcels that could not ever support the intended use are not comparable.

If you, or anyone associated with this project, should have any questions , please feel free to call me.



ORDINANCE NO. 5964

An Ordinance Of The Board Of Supervisors Of The County Of Sonoma, State Of California, Amending Text Of Chapter 26 (Zoning Ordinance) Of The Sonoma County Code To: 1) Implement The Sonoma County 2020 General Plan Policies; 2) Make Changes And Clarifications Related To Uses Allowed On Agricultural Lands, Consistent With Government Code § 51200 Et. Seq. (Land Conservation Act) And The County Of Sonoma's Uniform Rules For Agricultural Preserves & Farmland Security Zones, And 3) Streamline Procedures By Eliminating The RRDWA Zoning District And Rezoning All Properties From RRDWA To RRD Retaining Existing Combining Zones.

The Board of Supervisors of the County of Sonoma, State of California, ordains as follows:

SECTION I. Findings. The Board finds and declares that the adoption of this Ordinance is necessary to implement the Sonoma County 2020 General Plan and make changes, clarifications, and minor corrections related to uses of agricultural lands, consistent with the current update of the County of Sonoma's Uniform Rules for Agricultural Preserves and Farmland Security Zones. The Board hereby finds that the facts supporting the adoption of this ordinance are as follows:

1. Eliminating the Resource and Rural Development (Agricultural Preserve) (RRDWA) zoning district and expanding the Resource and Rural Development (RRD) zone district to cover the area now zoned RRDWA will facilitate participation in the County's Land Conservation Act program. There is no legal or policy need for a separate RRDWA zone district applicable only to parcels restricted by Land Conservation Act (a.k.a. Williamson Act) contracts, and the continued existence of said RRDWA zone district creates a burden on persons who own land within the RRD zone district and who desire to participate in the County's Land Conservation Act program, as such persons must obtain a zone change in order to participate in the program, while other agricultural zoning districts do not require a zone change to participate in the program. Rezoning the parcels in the RRDWA to RRD with clarification of allowable uses on contracted land will streamline procedures to agricultural properties in the RRD zoning district.

2. The County's Uniform Rules for Agricultural Preserves and Farmland Security Zones implement the Williamson Act by establishing procedures and eligibility requirements to which each participating landowner must adhere in order to receive a reduction in tax assessment. The Uniform Rules, which list allowable uses for contracted land, do not authorize any development on agricultural or open space land that is not otherwise permitted by the applicable zone district. However, the Uniform Rules may be more restrictive than the underlying zoning. In order to ensure the public benefit of the Williamson Act Program, provide clear and consistent information to property owners

and the public and avoid potential breach of a Williamson Act contract, the uses restricted or prohibited under the Rules should be clarified in each of the agricultural and resource zoning districts.

3. Existing regulations concerning allowed agricultural employee, caretaker, and farmworker housing require greater clarity and flexibility in the standards for permit issuance, which can be evaluated on a case by case basis through a use permit process.

4. On December 8, 2009, the Board of Supervisors amended the Land Use Element of the 2020 General Plan. Additional amendments to the Agriculture and Residential (AR) zoning district to allow limited agricultural processing of products grown or raised on site are needed to implement General Plan policy LU-6d. Amendments to the allowable uses in the Land Intensive Agriculture zoning district to prohibit schools, hospitals, places of religious worship and similar places of public or community assembly are necessary to implement General Plan Policy LU-6e (2).

5. Additional minor clarifications of, and modifications to, requirements for permitting compatible non-agricultural uses within agricultural zone districts are needed to provide consistency with the updated Uniform Rules for Agricultural Preserves and Farmland Security Zones where possible.

6. This ordinance will further implement the policies and programs of the County's Williamson Act Program, the Uniform Rules for Agricultural Preserves and Farmland Security Zones, and the Sonoma County General Plan 2020, and is consistent with that General Plan and its goals, objectives, policies and programs.

SECTION II. Amendments to Definitions. Section 26-02-140 (Definitions) of Chapter 26 of the Sonoma County Code is amended to insert in alphabetical order and change the following definition with deletions shown in strikeout and additions underlined.

Agricultural Employee means a person employed in the operation of an agricultural enterprise.

Agricultural Enterprise means an operation of a property owner/operator that derives their primary and principal income from the production of agricultural commodities for commercial purposes, including but not limited to the following: growing of crops or horticultural commodities; breeding and raising of livestock, poultry, bees, furbearing animals, horses; agricultural processing; and preparation of commodities for market. An agricultural enterprise excludes boarding of horses, forestry and lumbering operations, and commercial transportation of prepared products to market.

Composting means the controlled or uncontrolled biological decomposition of organic wastes.

Commercial Composting means a commercial facility that is operated for the purpose of producing compost from the onsite and/or offsite organic material fraction of the waste stream and is permitted, designed, and operated in compliance with the applicable regulations contained in the California Code of Regulations, Title 14, Division 7, as may be amended from time to time. Non-commercial composting that is an incidental part of an agricultural operation and relies primarily upon onsite material for onsite use is not included within this definition.

Family day care home means a home which regularly provides care, protection and supervision to fourteen (14) or fewer children, in the provider's own home, for periods of less than twenty-four (24) hours per day, while the parents or guardians are away, and includes the following:

- (a) Large family day care home means a home which provides family day care to nine (9) to fourteen (14) children, inclusive, including children under the age of twelve (12) who reside at the home.
- (b) Small family day care home means a home which provides family day care to eight (8) or fewer children, including children under the age of twelve (12) who reside at the home.

Farmstay or farm homestay. See Lodging - Agricultural Farmstay.

Farmworker. See Agricultural Employee.

Lodging - Agricultural farmstay means transient lodging accommodations containing five or fewer guestrooms in a single family dwelling or guest house provided as part of a farming operation, with an on-site farmer in residence, that includes all meals provided in the price of the lodging, and that meets all of the standards in Section 26-88-085.

Year-round or extended seasonal farmworker housing means any housing accommodation or structure of a temporary or permanent nature used as housing for farmworkers for more than one hundred eighty (180) days in any calendar year and approved for such use pursuant to Title 25 of the California Code of Regulations.

SECTION III. Amendments to Chapter 26, Article 04, LIA Land Intensive Agricultural District. Article 04, Section 26-04-005 through 26-04-030, of Chapter 26 of the Sonoma County Code is amended as shown in Exhibit A, which is attached hereto and incorporated by reference.

SECTION IV. Amendments to Chapter 26, Article 06. LEA Land Extensive Agricultural District. Article 06, Section 26-06-005 through 26-06- 030, of Chapter 26 of the Sonoma County Code is amended as shown in Exhibit B, which is attached hereto and incorporated by reference.

SECTION V. Amendments to Chapter 26, Article 08. DA Diverse Agricultural District. Article 08, Section 26-08-005 through 26-08- 030, of Chapter 26 of the Sonoma County Code is amended as shown in Exhibit C, which is attached hereto and incorporated by reference.

SECTION VI. Amendments to Chapter 26, Article 10. RRD Resources and Rural Development District. Article 10, Section 26-10-005 through 26-10- 030, of Chapter 26 of the Sonoma County Code is amended as shown in Exhibit D, which is attached hereto and incorporated by reference.

SECTION VII. Amendments to Chapter 26, Article 16. AR Agricultural and Residential District. Article 08, Section 26-16-005 through 26-16- 030, of Chapter 26 of the Sonoma County Code is amended as shown in Exhibit E, which is attached hereto and incorporated by reference.

SECTION VIII. Amendments to Chapter 26, Article 88. General Use and Bulk Exceptions; Building Lines. Article 88, Section 26-88-010 (l) Seasonal Farmworker Housing, of Chapter 26 of the Sonoma County Code is amended as shown in Exhibit F, which is attached hereto and incorporated by reference.

SECTION IX. Amendments to Chapter 26, Article 88. General Use and Bulk Exceptions; Building Lines. Article 88, Section 26-88-010 (o) Year-round Farmworker Housing, of Chapter 26 of the Sonoma County Code is amended as shown in Exhibit G, which is attached hereto and incorporated by reference.

SECTION X. Amendments to Chapter 26, Article 88. General Use and Bulk Exceptions; Building Lines. Article 88, Section 26-88-085, Agricultural Homestays, of Chapter 26 of the Sonoma County Code is hereby added to the code as shown in Exhibit H, which is attached hereto and incorporated by reference.

SECTION XI. Repeal of Article 12 of Chapter 26. Resource and Rural Development (Agricultural Preserves) Zone District (RRDWA), Article 12, Chapter 26, Sections 26-12-050 through 26-12-030, is hereby repealed.

SECTION XII: Rezone RRDWA to RRD. The official zoning database of the County, adopted by reference by Section 26-02-110 of the Sonoma County Code, is amended by reclassifying all real property zoned Resource and Rural Development Agricultural Preserve (RRDWA) to the Resources and Rural Development Zone District (RRD)

retaining all existing combining zones. The Director of the Permit and Resource Management Department is directed to reflect this amendment to the Official Zoning Database of the County as shown in the attached Exhibit I, which is attached hereto and incorporated by reference.

SECTION XIV. Environmental Determination. The Board of Supervisors hereby finds and determines that the adoption of this ordinance is exempt from the California Environmental Quality Act ("CEQA") under the General Rule Section 15061(b)(3), because the adoption of this ordinance will have no physical effect on the environment related to changes to reflect the update of the County's Uniform Rules for Administering Ag Preserve because the changes reflect no increase in the scope or intensity of use and further clarify or restrict allowable land uses on contracted lands. The adoption of this ordinance is categorically exempt pursuant to State CEQA Guidelines section 15307 and 15308 in that it is authorized by state law to assure the preservation and conservation of the state's agricultural and open space resources, and the maintenance, restoration, enhancement, and protection of the natural resources and the environment.

The Board further finds that changes to the zoning code to implement the General Plan policies related to allowing agricultural processing in the AR zoning district and allowing agricultural farmstays in all three agricultural zoning districts (LIA, LEA and DA) were analyzed in the General Plan 2020 FEIR. Standards have been incorporated into the proposed zoning code changes to ensure potential impacts are reduced to less than significant for the agricultural processing in the AR zoning district, including limitations on the size of processing buildings that ensure that the scale of such facilities will be in keeping with the residential nature of the zoning district. The structures allowed by the ordinance are those that can be considered small structures pursuant to State CEQA Guidelines section 15303. Any such agricultural processing will be subject to a discretionary use permit that will be subject to health and safety standards, further environmental review, and conditions of approval to reduce any impacts to less than significant. Likewise, CEQA Guideline section 15303 would apply to an agricultural farmstay use because the standards only allow the use in structures that qualify as small structures in the CEQA Guidelines.

Additional changes to terminology for farmworker housing and allowing day care homes as a permitted use conform the zoning to state law and are likewise exempt as based on the standards for such uses already included in the zoning code. Reduced lot coverage standards are also exempt under the General Rule Section 15061(b)(3) as it can be seen with certainty that reducing lot coverage would not have an adverse physical effect on the environment. The Director of Permit and Resource Management is directed to file a Notice of Exemption and a Notice of Determination in accordance with CEQA and the state CEQA Guidelines.

SECTION XV. Severability. If any section, subsection, sentence, clause or phrase of this Ordinance is for any reason held to be unconstitutional and invalid, such decision

shall not affect the validity of the remaining portion(s) of this Ordinance. The Board of Supervisors hereby declares that it would have passed this Ordinance and every section, subsection, sentence, clause or phrase thereof, irrespective of the fact that any one or more sections, subsections, sentences, clauses or phrases be declared unconstitutional or invalid.

SECTION XVI. Notice to Assessor. Notice of this Ordinance and rezone shall be given to the Assessor within 30 days of its adoption, pursuant to Gov. Code 56863.5.

SECTION XVII. Effective Date. This Ordinance and all amendments to the Sonoma County Code as set forth within shall become effective on the 31st day following its passage. This Ordinance shall be published once before the expiration of fifteen (15) days after said passage, with the names of the Supervisors voting for or against the same, in *The Press Democrat*, a newspaper of general circulation published in the County of Sonoma, State of California. Pursuant to Government Code section 25124, a complete copy of Exhibits "A" through "I", inclusive to this Ordinance, are on file with the Clerk of the Board of Supervisors and are available for public inspection and copying during regular business hours in the Office of the Clerk of the Board of Supervisors, 575 Administration Drive, Room 100A, Santa Rosa, California.

SECTION XVIII. Custodian of Documents. The clerk of the Board of Supervisors shall be the custodian of the documents and other materials which constitute the record of the proceedings upon which the Board's decision is based.

IN REGULAR SESSION of the Board of Supervisors of the County of Sonoma, introduced, passed, and adopted this 31st day of January, 2012, on regular roll call of the members of said Board by the following vote:

SUPERVISOR VOTE:

Brown: Aye Rabbitt: Aye McGuire: Aye Carrillo: Aye Zane: Aye

Ayes: 5 Noes: 0 Absent: 0 Abstain: 0

WHEREUPON, the Chair declared the above foregoing Ordinance duly adopted and

SO ORDERED.

Chair, Board of Supervisors
County of Sonoma

ATTEST:

Veronica Ferguson
Clerk of the Board of Supervisors

REGULAR AFTERNOON CALENDAR (Continued)

PERMIT AND RESOURCE MANAGEMENT

REGULAR HEARINGS

27. **2:10 P.M. – ORD10-0001**– (ALL COUNTY DISTRICTS)
- a. APPLICANT: Permit and Resource Management Department
 - b. LOCATION: County-wide
 - c. ASSESSOR'S PARCEL NO.: Various
 - d. ENVIRONMENTAL DOCUMENT: Categorical Exemption
 - e. REQUEST: Pursuant to the Uniform Rules for Agricultural Preserves and Farmland Security Zones adopted December 13, 2011, re-open the public hearing and adopt ordinances to modify restrictions in the Land Intensive Agriculture (LIA) and Land Intensive Agriculture Coastal Combining (LIA CC), Land Extensive Agriculture (LEA) and Land Extensive Agriculture Coastal Combining (LEA CC), Diverse Agriculture (DA)and Diverse Agriculture Coastal Combining (DA CC) zoning districts; to allow agricultural processing and product tasting, subject to a Use Permit, in the Agricultural Residential (AR) and Agricultural Residential Coastal Combining (ARCC) zoning districts; to modify the restrictions and rezone all the properties in the Resources and Rural Development Williamson Act (RRDWA) and Resources and Rural Development Williamson Act Coastal Combining (RRDWA CC) zoning districts to the Resources and Rural Development (RRD) and Resources and Rural Development Coastal Commission (RRD CC) district; and approve a Resolution authorizing staff to submit the zoning changes in the Coastal Zone to the California Coastal Commission.

Present: Jennifer Barrett, PRMD
David Hardy, PRMD
David Hurst, County Counsel

Public Hearing Open: 4:37PM

Dave Lewers
Bunny Lewers
Arnold Riebli
Joe Veranessi
Wendy Krupnik
Nancy Beaton
Linda -----
Colleen Fernald
Mary Morrisson

Public Hearing Closed: 5:05PM

Board Action: Adopted an ordinance amending text of Chapter 26 (Zoning Ordinance) of the Sonoma County Code to: 1) Implement the Sonoma County 2020 General Plan Policies; 2) Make changes and clarifications related to uses allowed on agricultural lands, consistent with Government Code § 51200 Et. Seq. (Land Conservation Act) and the County Of Sonoma's Uniform Rules For Agricultural Preserves & Farmland Security Zones, and 3) Streamline procedures by eliminating the RRDWA Zoning District and Rezoning all properties from RRDWA to RRD retaining existing Combining Zones.

UNAMAINOUS

Approved by Ordinance No. 5963

Board Action: Adopted an ordinance amending text of Chapter 26 (Zoning Ordinance) of the Sonoma County Code To: 1) Implement The Sonoma County 2020 General Plan Policies; 2) Make Changes And Clarifications Related To Uses Allowed On Agricultural Lands, Consistent With Government Code § 51200 Et. Seq. (Land Conservation Act) And The County Of Sonoma's Uniform Rules For Agricultural Preserves & Farmland Security Zones, And 3) Streamline Procedures By Eliminating The RRDWA Zoning District And Rezoning All Properties From RRDWA To RRD Retaining Existing Combining Zones.

UNAMAINOUS

5

JANUARY 31, 2012

Approved by Ordinance No. 5964

Board Action: Approved a Resolution authorizing staff to submit the zoning changes in the Coastal Zone to the California Coastal Commission.

UNAMAINOUS

Approved by Reoslution No.12-0047

October 4, 2013

Henry Mikus
Executive Director SCWMA
2300 County Center Dr., Ste. B100
Santa Rosa, CA 95403

RE: Teixeira Ranch
Appraisal of real property located at 2535 Stage Gulch Road, Petaluma, Sonoma
County, California; Assessor's Parcel Number 068-040-015

Dear Mr. Mikus:

Pursuant to your request we have made an appraisal of the above referenced subject property for the purpose of estimating (1) its current fair market value as is, containing \pm 389.98 acres and including all improvements, (2) the current fair market value of the proposed \pm 50.00 acre project area, (3) a current fair market lease amount attributable the whole and (4) a current fair market lease amount attributable to the \pm 50.00 acre project area. It is our understanding that this appraisal report will be used to assist the client with a possible purchase or lease of the subject property or a portion thereof.

This is a summary appraisal report and conforms to the Uniform Standards of Professional Appraisal Practice (USPAP).

Based upon our investigation and analysis, it is our opinion that the subject property would have the following market values as of September 5, 2013, the date of inspection:

Fair Market Value (Whole Ranch).....	\$4,680,000
Fair Market Value (\pm 50 acres).....	\$500,000
Fair Market Rent (Whole Ranch).....	\$37,500/year
Fair Market Rent (\pm 50.00 acres).....	\$5,000/year

Respectfully submitted
Vice Appraisal Company

Gary S. Vice
Certified General Real Estate Appraiser
OREA #AG010077

Darryl J. Vice
Real Estate Trainee Appraiser
OREA #AT026057

Definition of Highest and Best Use

Highest and best use may be defined as the reasonably probable and legal use of vacant land or improved property, which is physically possible, appropriately supported, financially feasible, and that results in the highest value.

The highest and best use of both land as though vacant and property as improved must meet four criteria, which are:

Legally Permissible
Financially Feasible

Physically Possible
Maximally Productive

Assessed Values and Taxes

The assessed values and taxes on the subject property for the 2012/2013 fiscal year are tabulated below:

AP Number	Size ± Ac.	Assessed Values						Taxes
		Land	Improvements (Structural)	Growing	Fixed	Pers. Prop.	Total	
068-040-015	389.98	\$441,049	\$424,564				\$865,613	\$9,787

The assessed values and corresponding taxes on the parcels are relatively low due to the presence of the Agricultural Preserve Contract. Under the Williamson Act, an Agricultural Preserve contract with the County of Sonoma limits the subject's use to agriculture and/or compatible uses for a self renewing period of 10 years. Either party can serve notice of cancellation, at which time the contract is phased out over the 10 year period. The property owner receives the benefit of lower taxes based on the income earning capability of the land rather than on comparable sales. In the event of cancellation of the contract on the property, the assessed values would reflect market value and the corresponding taxes would approximate 1.1% thereof, annually.

Land Use and Zoning

The land use and zoning designations on the subject property are governed by the County of Sonoma. The Sonoma County Land Use Map designates the subject property as LEA -60: Land Extensive Agriculture District, 60 acres per unit. The purpose of the LEA designation, as set forth in the county general plan, is as follows: "To enhance and protect lands best suited for permanent agricultural use and capable of relatively low production per acre of land; and to implement the provisions of the Land Extensive Agriculture land use category (Section 2.7.2) of the general plan and the policies of the Agricultural Resources Element." The County zoning designation on the subject parcels is consistent with the General Plan with a LEA-B6-60 designation. The "B6" simply indicates that there is a density requirement and the acreage number is the maximum density permitted. Based upon the 60 acre density, a maximum of (389.98 acres ÷ 60) 6 parcels is possible per zoning from the subject acreage. The subject property has combining district designations of Z: Second Unit Exclusion, SR: Scenic Resource, VOH: Valley Oak Habitat and WA: Williamson Act.

“The purpose of the Z designation is to provide for the exclusion of second units in the following areas:

(a) Areas where there is an inadequate supply of water for drinking or firefighting purposes.

(b) Areas where there are inadequate sewer services or danger of groundwater contamination.

(c) Areas where the addition of second units would contribute to existing traffic hazards or increase the burden on heavily impacted streets, roads or highways; and

(d) Areas where, because of topography, access or vegetation, there is a significant fire hazard.

The purpose of the SR district is “to preserve the visual character and scenic resources of lands in the county.”

The VOH designation is to protect and enhance valley oaks and valley oak woodlands and to implement the provisions of the general plan resource conservation element.

In addition to the LEA General Plan and Zoning designation as well as the combining districts, the subject property parcels are encumbered by the covenants and restrictions imposed by a Williamson Act-Agricultural Preserve contract. This contract with the County of Sonoma limits the subject’s use to agriculture and/or compatible uses for a self-renewing period of 10 years. Either party can serve notice of cancellation at which time the contract is phased out over a 10-year period. Property taxes will gradually be increased on an annual basis to the full assessed value at the end of the tenth year. During this time, the original contract is in place and will continue to encumber the property until the end of the contract. While the subject property is under a Williamson Act-Agricultural Preserve contract, any structural improvements constructed on any parcel must be ancillary to the agricultural uses of the property.

Lastly, an application for a use permit for a commercial composting facility was filed with Sonoma County on June 28, 2012 by Mr. Allan Tose who is the listing agent on the subject property.

Flood Hazard

Per Sonoma County FEMA Panel Map Number 060375-0985B, revised April 2, 1991, the subject property is designated to be in Zone X: Areas determined to be outside the 500-year flood area.

Earthquake Hazard

The subject property does not lie within an Alquist-Priolo Earthquake Studies Zone per the Petaluma River quadrangle of U.S.G.S. topographic maps.

Archeological Concerns

A formal archeological study of the subject has not been conducted. Per the SCWMA Compost Facility Draft EIR prepared in December 2011, portions of the subject property were surveyed for archaeological resources in 2000 and 2001 with no significant findings. For the purpose of this appraisal, it is assumed that no significant archeological sites exist on the property or, that if they do exist, they do not negatively affect the market value of the property. If any are found at a later date, Vice Appraisal Company reserves the right to review its prior opinion of value if necessary.

Environmental Constraints

Phase 1 and Phase 2 Environmental Site Assessments have been conducted on the subject property. Per a letter dated January 30, 2008 from EBA Engineering (included in Addenda), findings and recommendations are as follows: "Based on the detection of petroleum hydrocarbons in the area of the fuel storage tanks and the detection of elevated levels of oil and grease and lead in the area of the equipment shed, we recommend further definition of the area. This will allow for assessment of remedies that will likely entail removal and off-site disposal of the impacted soil."

Per the December 2011 draft EIR of the proposed SCWMA compost facility on the subject property (Site 40), there are no existing environmental constraints on the subject property that would limit its highest and best use. If any are found at a later date, Vice Appraisal

Company reserves the right to review its prior opinion of value if necessary.

Easements and Encumbrances

Vice Appraisal Company has not been furnished with a preliminary title report. If any easements or encumbrances exist on the subject property, it is our opinion that they are typical of properties of this nature and, in our opinion, do not negatively impact the market value of the subject property.

Implied Dedication

Based upon our investigation and analysis, it is our opinion that there is no implied dedication on or over the subject property. Use of the subject primary access road is controlled. It is assumed by the appraisers that parties utilizing these roadways are properly authorized to do so. There is no evidence of continued public use on or over the subject property.

Leases and Rents

Per the listing agent, there is a lease on the subject property in which the lessee is paying \$4,000 per month for pasture and two barns. In our opinion, this lease amount seems excessive in comparison to market rents. We are not aware of any current leases on the subject residences.

Current Use

The subject property is currently used for rural residential purposes and dry pasture.

Highest and Best Use Analysis

In estimating the value of the subject property, an analysis of the subject property's highest and best use is made.

Highest and best use is defined as the reasonably, probable and legal use of vacant land or an improved property, which is physically possible, appropriately supported, financially feasible, and that results in the highest value. The four criteria the highest and best use must meet are physical possibility, legal permissibility, financial feasibility and maximum

profitability.

Often the current use of a property is also its highest and best use. However, if other uses are permitted and feasible, these alternative uses must be considered.

An estimate of highest and best use requires two separate analyses. The first analysis considers the highest and best use of the subject site as if vacant while the second analysis considers the highest and best use of the subject property as improved.

Physically possible uses on the subject ranch are limited by topography, soils, water, parcel configuration, accessibility and other factors. Such limitations would impact residential development, vineyard development, some recreational uses and other pursuits that are legally permitted.

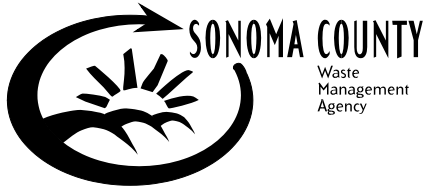
Legally permissible highest and best uses on the subject ranch require an analysis of county zoning, county general plan and other regulatory restrictions affecting residential development, vineyard development, recreational uses, etc.

The consideration of appropriate support significantly narrows the selection of highest and best use for a particular property. While somewhat general in scope, the term suggests that, based on the conclusions formulated as a result of market analyses or other economic, investment, or feasibility studies, the subject property could be utilized in the manner being considered. Financial feasibility generally means that the appropriately supported use must meet the test for the production of positive economic returns, most typically through positive net operating income.

Physically possible and legally permissible uses on the subject property are mixed and numerous, both with and without county use permits. Historically, the subject ranch has been used primarily for residential, recreational and livestock grazing pursuits. It is our opinion that the subject property could physically accommodate additional agricultural uses including commercial vineyard production and the potential for rural residential estate development. The subject property could potentially be developed with as many as 6 home-sites per Sonoma County Zoning designation of 60 acre density. However, the Williamson Act Type II contract, which requires parcels to be at least 40 acres in size, will run with each parcel until its termination which could be a restraint on residential development. Each parcel would also have to demonstrate acceptable sewage disposal, adequate water source and access. In conclusion, a use of agriculture with the potential of up to 6 total residential building sites,

which must be ancillary to the agriculture use on each site, is legally permissible. The considerations of financial feasibility and maximum productivity are secondary to the first two defining criteria for highest and best use. In the case of the subject property, financial feasibility and maximal profitability are tested by the physical constraints of developing all or any portion of the property to its highest and best use. Also, consideration is given to market demand as a function of economic feasibility of further residential development on the subject property.

Given the diversity of existing and potential uses on the subject property, the highest and best use that is economically feasible is not a single use but a mix of uses, including rural residential estate development, commercial vineyard development, recreational pursuits and the grazing of livestock. Both the residential development potential and the commercial vineyard development potential are considered viable uses on the subject property. Often, the co-existence of these uses comes into question. While it is true that agricultural enterprises (and the operation thereof) sometimes conflict with residential uses, in the case of the subject property this effect could be minimized due to the low density (60 ac./lot) zoning on the property. Home-sites could either be clustered or located outside the more intensive agricultural areas. After carefully considering the foregoing information, we have concluded that the highest and best use of the subject property if vacant would be the development of rural residential estate home-sites as permitted with vineyard development interspersed. It is our opinion that highest and best use of the subject property as improved is rural residential estate and commercial vineyard development as permitted.



Agenda Item #: 12
Cost Center: All
Staff Contact: Coleson
Agenda Date: 10/16/2013

ITEM: Executive Director Contract

I. BACKGROUND

The employment contract of Agency Executive Director, Henry Mikus, expires January 3, 2014. This contract is with the County via provisions of a Memorandum of Understanding (MOU) between the Agency and County for staffing services; however, the MOU provides that this position reports to the Agency Board, and that the Agency Board is responsible for performance review and supervision over the Executive Director.

Mr. Mikus began working as the Executive Director on January 3, 2011, under a contract with a term of three years. Mr. Mikus was selected as the result of a competitive process that was conducted by a Staffing Subcommittee of the Agency Board. The original contract does not contain provisions for any term extensions.

II. DISCUSSION

The Board has discussed Mr. Mikus' continued employment as Agency Executive Director. A Performance Review for Mr. Mikus was conducted by the Board in January 2013, which was satisfactory with a rating of "Exceeds Expectations". The Board would like to continue with Mr. Mikus' employment, with a new contract whose term is consistent with the February 2017 end date for the current Agency Joint Powers Agreement.

III. FUNDING IMPACTS

The current fiscal year budget contains provision for funding of a full-time Executive Director at the appropriate fully burdened pay rate.

IV. RECOMMENDED ACTION / ALTERNATIVES TO RECOMMENDATION

It is recommended that the Board direct Agency Counsel to work with County HR to establish a new contract for Henry Mikus to continue working as Agency Executive Director beginning January 3, 2014 and ending with the current expiration of the Agency Joint Powers Agreement in February 2017 per the attached Resolution. The new contract shall contain the same terms regarding pay and benefits as currently exist.

V. ATTACHMENTS

Resolution
MOU for Staffing Services
Current Employment Agreement

Approved by: _____
Henry J. Mikus, Executive Director, SCWMA

RESOLUTION NO.: 2013-

DATED: October 18, 2013

RESOLUTION OF THE SONOMA COUNTY WASTE MANAGEMENT AGENCY
("AGENCY") REAFFIRMING HENRY MIKUS AS THE EXECUTIVE DIRECTOR AND
FORWARDING THE SELECTION TO THE COUNTY FOR EXECUTION OF AN
EMPLOYMENT AGREEMENT BETWEEN THE COUNTY OF SONOMA AND THE
EXECUTIVE DIRECTOR

WHEREAS, the Agency and the County of Sonoma have agreed through approval of the *Agreement for the Provision of Staff Services (Executive Director) by the County of Sonoma to the Sonoma County Waste Management Agency*, that the position of Agency Executive Director shall be selected by and serve at the pleasure of the Agency Board, but shall be an at-will employee of the County of Sonoma; and

WHEREAS, the Agency Board of Directors is responsible for the performance review of the Executive Director; and

WHEREAS, the Agency Board of Directors has directed Agency Counsel to draft a new Agreement for Personnel Services, Executive Director of the Sonoma County Waste Management Agency with a term from January 3, 2014 to February 1, 2017.

NOW, THEREFORE, BE IT RESOLVED that the Agency hereby reaffirms Henry Mikus as Executive Director of the Sonoma County Waste Management Agency and directs staff to forward this selection to the County of Sonoma for execution of an at-will employment agreement between the County of Sonoma and Mr. Mikus in conformance with the terms of the *Agreement for the Provision of Staff Services (Executive Director) by the County of Sonoma to the Sonoma County Waste Management Agency* and including a starting salary of \$110,000 per annum.

MEMBERS:

--	--	--	--	--
Cloverdale	Cotati	County	Healdsburg	Petaluma
--	--	--	--	--
Rohnert Park	Santa Rosa	Sebastopol	Sonoma	Windsor

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

SO ORDERED.

The within instrument is a correct copy
of the original on file with this office.

ATTEST:

DATE:

Rebecca Lankford
Clerk of the Sonoma County Waste Management
Agency of the State of California in and for the
County of Sonoma

**AGREEMENT FOR THE PROVISION OF STAFF SERVICES (EXECUTIVE
DIRECTOR) BY THE COUNTY OF SONOMA TO THE SONOMA COUNTY WASTE
MANAGEMENT AGENCY (STAFF CONTRACT)**

THIS AGREEMENT is entered into as of this 1st day of June, 2010, by and between the COUNTY OF SONOMA (hereinafter "COUNTY"), a political subdivision of the State of California, and the SONOMA COUNTY WASTE MANAGEMENT AGENCY (hereinafter "AGENCY"), a joint powers agency formed pursuant to the Joint Exercise of Powers Act, Government Code Section 6500 et seq., by the cities of Cloverdale, Healdsburg, Sebastopol, Santa Rosa, Rohnert Park, Petaluma, Cotati, Sonoma, the Town of Windsor and the County of Sonoma.

RECITALS

WHEREAS, pursuant to Government Code Section 6500 et seq. and the Agreement Between the Cities of Sonoma County and the County of Sonoma for a Joint Powers Agency to Deal with Waste Management Issues (Wood Waste, Yard Waste, Household Hazardous Waste, and Public Education) (hereinafter "JPA Agreement"), AGENCY is authorized to enter into an agreement with the COUNTY for staff services; and

WHEREAS, AGENCY has need of specialized personnel to serve as AGENCY's Executive Director (hereinafter "Executive Director"); and

WHEREAS, the COUNTY and AGENCY have entered into a Memorandum of Understanding for Services dated as of June 1, 2010 (hereinafter "MOU").

NOW THEREFORE, in consideration of the foregoing and the mutual promises hereinafter expressed, the parties mutually agree as follows:

TERMS

1. **TERM**. This Agreement shall become effective upon the date first written above and shall expire on February 11, 2017, unless terminated earlier in accordance with Paragraph 14 (Termination); except that the obligations of the parties under Paragraph 4 (Reimbursement), Paragraph 13 (Indemnification) and 17 (Confidentiality) shall continue in full force and effect after said expiration date or early termination in relation to acts or omissions occurring prior to such dates and during the term of the Agreement.

2. **SERVICES TO BE PROVIDED BY COUNTY**. COUNTY shall provide the following services to the AGENCY:

(a) **Executive Director**. COUNTY shall provide an at will COUNTY employee of AGENCY's choosing to serve as AGENCY's Executive Director. The AGENCY shall review and approve the class specification for the Executive Director position, along with a proposed salary range, and forward the information to the COUNTY for review and approval. The position shall be entitled to the same benefits, including, but not limited to, health insurance, vacation, and retirement, generally provided by COUNTY to COUNTY unrepresented

administrative management employees. Upon finalization of the class specification and salary range, the COUNTY shall initiate a recruitment process for the position and shall forward qualified individuals for the AGENCY's consideration. The AGENCY Board of Directors shall notify the COUNTY whether the AGENCY is interested in selecting an individual from the qualified candidates that have been forwarded to the AGENCY to serve as AGENCY's Executive Director or whether the AGENCY desires to start the process again with a new recruitment. Upon AGENCY identifying a suitable individual for the position, COUNTY shall then execute an at-will employment contract with the selected Executive Director obligating the COUNTY to pay to the Executive Director a salary within the approved salary range. The Executive Director shall perform his or her duties as required by law, the JPA Agreement and as specified or directed by AGENCY. COUNTY hereby delegates to AGENCY the responsibility for selecting, supervising, evaluating the performance, setting compensation, and terminating the Executive Director with or without cause provided, however, that COUNTY shall retain the authority to terminate the Executive Director as outlined in subsection (e) below.

The duties to be provided to the AGENCY by the Executive Director shall include, but not be limited to the duties listed in Attachment A, Job Description and Qualifications, as it now provides or may hereafter be amended.

(b) Additional Staff. COUNTY shall provide additional dedicated staff to assist the Executive Director in carrying out the day-to-day operations of AGENCY. The AGENCY acknowledges that such additional staff will be within the classified service of the COUNTY's Civil Service Ordinance. With the exception of the power to terminate which shall be retained by the Director of the Department of Transportation and Public Works, the Executive Director shall be the appointing authority over such COUNTY employees and Executive Director shall be responsible for complying with all laws, policies and procedures with regard to such COUNTY employees, including but not limited to, all COUNTY personnel policies and procedures.

(c) Human Resources. COUNTY shall provide recruitment services including, but not limited to, consultation regarding hiring procedures, development of a job description to be approved by AGENCY, advertising, screening of applications, and development of a hiring list.

(d) Placing Executive Director on Administrative Leave. In the event COUNTY determines that the Executive Director's acts or omissions have resulted, or may result, in liability to County or AGENCY, COUNTY shall have the right to place the Executive Director on administrative leave. COUNTY shall promptly notify (within 24 hours) the AGENCY Board of Directors of such action.

(e) Termination of Executive Director. COUNTY may terminate the Executive Director's employment for any of the following acts:

- 1) a physical assault;
- 2) threats of violence;
- 3) embezzlement or theft;
- 4) prosecution for or conviction of a felony;
- 5) unauthorized possession of weapons or explosives on County property;
- 6) sexual harassment;

- 7) unlawful discrimination;
- 8) being under the influence of alcohol or non-prescribed drugs, to the level of incapacity, during work hours; or
- 9) violation of COUNTY's policy regarding use of COUNTY owned computers or other electronic devices.

Prior to terminating the Executive Director's employment, the COUNTY shall contact the AGENCY Chair and request a Special Meeting of the AGENCY Board to discuss the basis upon which the COUNTY shall terminate the Executive Director's employment. COUNTY may terminate the Executive Director's employment without cause or for any cause not listed above only upon written direction of the AGENCY Board of Directors.

(f) Termination of Executive Director without Cause, Severance. Should the AGENCY Board decide to terminate the Executive Director's employment without cause, the Board shall send written notice to COUNTY and COUNTY shall terminate Executive Director's employment with sixty (60) days' prior written notice. Upon such termination, EMPLOYEE shall be entitled to additional salary and deferred compensation equal to that which would accrue during ninety (90) calendar days following termination and to be computed by the COUNTY Auditor-Controller at the rate applicable on the day of termination plus the cash equivalent of all accumulated vacation as of the day of termination. In addition to the foregoing, EMPLOYEE shall also be entitled to be compensated for one-fourth (1/4) of unused sick leave; one hundred percent (100%) of EMPLOYEE's floating holiday balance, converted and accrued as compensatory time pursuant to the Sonoma County Salary Resolution; and EMPLOYEE's deferred compensation balance. EMPLOYEE's health benefits and the COUNTY's portion of the premium contribution shall continue to remain in effect for a period of ninety (90) calendar days from date of termination, EMPLOYEE's acceptance of said severance pay shall constitute a final settlement and satisfaction of all claims of EMPLOYEE against COUNTY arising out of his or her employment.

(g) Resignation of Executive Director. EMPLOYEE may terminate his or her employment at any time by delivering to the COUNTY Board of Supervisors and the Chair of the AGENCY Board of Directors his or her written resignation. Such resignation shall be irrevocable and shall be effective not earlier than ninety (90) calendar days following delivery. EMPLOYEE shall be entitled to be compensated for one-fourth (1/4) of unused sick leave; one hundred percent (100%) of EMPLOYEE's floating holiday balance, converted and accrued as compensatory time pursuant to the Sonoma County Salary Resolution; and EMPLOYEE's deferred compensation balance.

3. OFFICE SPACE. COUNTY shall provide the Executive Director with sufficient office space in the same area as the office space provided for the additional staff members.

4. REIMBURSEMENT.

(a) Rates. In consideration of COUNTY's fulfillment of the promised services and personnel, AGENCY shall reimburse COUNTY for all costs (including the costs of salary and benefits, equipment, insurance, supplies, materials, and incidental travel/transportation) incurred

by COUNTY in providing the Executive Director position to the Agency. The rates shall be determined and mutually agreed to by the parties as follows:

(1) **FY 2009-2010.** The rates for fiscal year 2009-2010 are set forth in Attachment "B" which is hereby attached and incorporated in this Agreement by reference.

(2) **Procedure for Subsequent Annual Determination of Rates.** During the budget approval process of each fiscal year of this Agreement, any and all COUNTY departments providing services to AGENCY shall contact AGENCY to negotiate conditions of reimbursement and shall accommodate the necessary aspects of the approved AGENCY Budget into the COUNTY budget. Representatives from AGENCY and COUNTY shall meet prior to adoption of the respective annual COUNTY and AGENCY budgets to determine and calculate the proposed rates of reimbursement during the succeeding fiscal year which will be necessary to achieve the full cost reimbursement provided for in (a), subject to the additional factors set forth in (b) through (d), below.

(b) **AGENCY Related Travel Expense Reimbursement.** Travel costs incurred through use of a COUNTY vehicle shall be reimbursed in accordance with the COUNTY Equipment Pool rates in effect at the time of the travel.

(c) **Workers' Compensation Coverage:** AGENCY shall reimburse COUNTY for workers' compensation coverage at the rates established by COUNTY each fiscal year.

(d) **Adjustment for Additional AGENCY Requested Services.** AGENCY shall reimburse COUNTY for the actual costs (including the costs of labor, equipment, supplies materials, and incidental travel/transportation) incurred by COUNTY in providing any new or increased services requested by AGENCY.

5. **METHOD OF REIMBURSEMENT.** Reimbursement for the costs of services, related supplies, and authorized travel incurred by COUNTY under this Agreement shall be made only upon presentation by the COUNTY to AGENCY of an itemized billing invoice which indicates, at a minimum, an itemization of the services provided. COUNTY shall submit such invoices monthly to the Executive Director who shall review each invoice for compliance with the requirements of this Agreement and shall, within ten working days of receipt, either approve or disapprove the invoice in light of such requirements.

6. **APPROPRIATIONS.** AGENCY shall be responsible for operating within the appropriations budgeted for the current fiscal year. The process for reimbursement of expenses that exceed the given appropriation shall involve review and approval by AGENCY prior to COUNTY approval of a contingency transfer. Any COUNTY appropriations in excess of AGENCY's budget for the current fiscal year shall be charged as an expense in AGENCY's current fiscal budget and shall be reimbursed to COUNTY in the following fiscal year.

7. **ACCESS TO RECORDS/RETENTION.** AGENCY shall have access to any books, documents, papers and records of COUNTY that are directly pertinent to the subject matter of this Agreement for the purpose of making audit, examination, excerpts and transcriptions. Except where longer retention is required by any federal or state law, COUNTY shall maintain all required records for seven (7) years after AGENCY makes final reimbursement for any of the

services provided hereunder and all pending matters are closed, whichever is later. COUNTY shall cooperate with AGENCY in providing all necessary data in a timely and responsive manner to comply with all AGENCY reporting requirements.

8. **CONFLICT OF INTEREST.** The parties to the Agreement acknowledge that they are aware of the provisions of the Government Code Section 1090 et seq., and Section 87100 et seq. relating to conflict of interest of public officers and employees. During the term of this Agreement, the Executive Director of AGENCY and all other COUNTY employed AGENCY staff shall not perform any work under this Agreement that might reasonably be considered detrimental to AGENCY's interests. AGENCY staff shall take such measures as are deemed necessary in the performance of this Agreement to prevent actual conflicts of interest.

9. **COMPLIANCE WITH LAWS.** Both parties agree to observe and comply with all applicable federal, state and local laws, ordinances codes, and regulations in carrying out their respective obligations under this Agreement.

10. **INDEPENDENT CONTRACTOR.** While the COUNTY employee assigned to serve as the Executive Director of AGENCY shall operate as an officer of AGENCY, COUNTY and its officers, agents and employees are not, and shall not be deemed, AGENCY employees for any purpose, including workers' compensation and employee benefits.

11. **INDEMNIFICATION.** AGENCY agrees to defend, indemnify, hold harmless, reimburse and release COUNTY, its officers, agents, and employees, from and against any and all actions, claims, damages, disabilities, liabilities and expense as to which this indemnity applies whether arising from personal injury, property damage or economic loss of any type, that may be asserted by any person or entity, including AGENCY, arising out of or in connection with the performance of the Executive Director being provided to AGENCY by COUNTY under this Agreement.

In the event that the COUNTY determines to terminate the Executive Director for any of the acts listed in Section 2 above, the COUNTY shall contact the AGENCY Chair and request a Special Meeting of the AGENCY Board to discuss the basis upon which the COUNTY shall terminate the Executive Director's employment. In the event that the AGENCY does not concur with the COUNTY's decision to terminate the Executive Director's employment, the AGENCY shall not be required to defend, indemnify, hold harmless, reimburse or release the COUNTY for any action brought by the Executive Director challenging the COUNTY's determination to terminate the Executive Director's employment for the listed egregious acts.

12. **TERMINATION.** This Agreement may be terminated prior to the expiration date by either AGENCY or COUNTY upon ninety (90) days written notice.

13. **WAIVER.** Waiver by either party of any breach or violation of any requirement of this Agreement shall not be deemed to be a waiver of any such beach in the future, or of the breach of any other requirement of this Agreement.

14. **NOTICES.** All notices required or authorized by this Agreement shall be in writing and shall be delivered in person; or by deposit in the United States mail, first class postage prepaid; or by deposit in a sealed envelope in COUNTY's internal mail system, when available; or by fax

transmission; or by electronic mail. Such notices shall be addressed as noted below, in accordance with the mode of communication selected or, where desired to be sent to a specific COUNTY department or division, at the address noted in the applicable Attachment. Either party may change its addresses by notifying the other party of the change. Any notice delivered in person shall be effective as of the date of delivery. Any notice sent by fax transmission or electronic mail shall be deemed received as of the recipient's next working day. Any notice sent by U.S. mail or COUNTY internal mail shall be deemed to have been received as of the date of actual receipt or five days following the date of deposit, whichever is earlier.

AGENCY

COUNTY

Mail: Agency Chair
2300 County Center Drive, Suite B100
Santa Rosa, CA 95403

Director of Transportation and Public Works
2300 County Center Drive, Suite B100
Santa Rosa, CA 95403

Fax: (707) 565- 3701

(707) 565-2620

E-Mail:

E-Mail:

15. **ASSIGNMENTS AND DELEGATION**. Neither party may delegate its obligations hereunder, either in whole or in part, without the prior written consent of the other party; provided, however, that obligations undertaken by COUNTY pursuant to this Agreement may be carried out by means of subcontract, provided such subcontracts are approved in writing by AGENCY, meet the requirements of this Agreement as they relate to the service or activity under subcontract, and include any other provision that AGENCY may require. No subcontract shall terminate or alter the responsibilities of either party pursuant to this Agreement.

16. **THIRD PARTY BENEFICIARIES**. Nothing contained in this Agreement shall be construed to create any rights in third parties and the parties do not intend to create such rights.

17. **ATTORNEYS' FEES**. In the event that either party commences legal action of any kind or character to either enforce the provisions of this Agreement or to obtain damages for breach thereof, each party in such litigation shall bear its own costs and attorneys' fees incurred in connection with such action.

18. **AMENDMENT/MODIFICATION**. Except as otherwise provided herein, this Agreement may be modified or amended only in writing and with the prior written consent of both parties.

19. **INTERPRETATION**. The headings used herein are for reference. The terms of the Agreement are set out in the text under the headings. This Agreement shall be governed by the laws of the State of California. The venue for any legal action filed by either part in state Court to enforce any provision of this Agreement shall be Sonoma County, California. The venue for any legal action filed by either side in federal court to enforce any provision of this Agreement

lying within the jurisdiction of the federal courts shall be the Northern District of California. The appropriate venue for arbitration, mediation or similar legal proceedings under this Agreement shall be Sonoma County, California; however, nothing in this sentence shall obligate either party to submit to mediation or arbitration any dispute arising under this Agreement.

20. SEVERABILITY. If any provision of this Agreement, or any portion thereof, is found by any court of competent jurisdiction to be unenforceable or invalid for any reason, such provision shall be severable and shall not in any way impair the enforceability of any other provision of this Agreement.

21. ENTIRE AGREEMENT. This Agreement contains the entire and complete understanding of the parties and supersedes any and all other agreements, oral or written, with respect to the provision of administrative services under this Agreement.

IN WITNESS WHEREOF, this Agreement was executed by the parties hereto as of the date first above written.

“AGENCY”:

Sonoma County Waste Management Agency

By 

Chair of the Sonoma County Waste Management Agency

APPROVED AS TO FORM:

AGENCY Legal Counsel

E 

“COUNTY”:

County of Sonoma

By _____

Vice

ATTEST:

Clerk of the

By N/A _____

APPROVED AS TO FORM:

Court

By _____

Attachment A
(Salary Resolution 95-0926)

Table I: SALARY RANGES, ADMINISTRATIVE MANAGEMENT, BARGAINING UNIT #0052

Job Code	Job Title	A-Step May 18, 2010
5191	Waste Management Agency Executive Director	4350

ATTACHMENT A TO AGREEMENT FOR PERSONAL SERVICES, EXECUTIVE
DIRECTOR OF THE SONOMA COUNTY WASTE MANAGEMENT AGENCY AND
AGREEMENT FOR THE PROVISION OF STAFF SERVICES (EXECUTIVE
DIRECTOR) BY THE COUNTY OF SONOMA TO THE SONOMA COUNTY
WASTE MANAGEMENT AGENCY (STAFF CONTRACT)

WASTE MANAGEMENT EXECUTIVE DIRECTOR

Definition

Under direction of the Sonoma County Waste Management Agency ("Agency") Board of Directors, the Agency Executive Director plans, organizes and directs all activities and functions in the operation of the Agency as required by AB939 regulations, including city/county agreements, recycling, marketing, material recovery, household hazardous waste, organic waste composting, source reduction, and public education; performs related duties as required.

Distinguishing Characteristics

The Sonoma County Waste Management Agency (Agency) is an independent joint powers agency which includes the County of Sonoma and all nine Sonoma County cities (Cloverdale, Cotati, Healdsburg, Petaluma, Rohnert Park, Santa Rosa, Sebastopol, Sonoma, and Town of Windsor) as member agencies. The Agency Board of Directors is a ten member board with each member agency having one representative. The Agency was formed in 1992. The Agency has an annual budget of approximately eight million dollars.

This single management class is an "at-will" position and is exempt from the County's Civil Service system in accordance with Civil Service Ordinance 305-A. The County of Sonoma provides staffing services under agreement to the Agency. As such, the County of Sonoma is the employer and the appointing authority; however, the Board of Supervisors will delegate authority for employee selection, supervision and termination of the employee to the Agency Board of Directors. Incumbents will be employed under an "at-will" employment agreement. The County will retain the right to terminate the employee as provided in the employment agreement.

The incumbent is responsible for the overall administrative management of the department personnel, program activities, and procedural and policy issues as they relate to the operation of the Agency. The position must use considerable independent judgment and discretion in staff supervision and delegated project administration and management including the prioritization and coordination of mandates, goals and objectives.

Typical Duties

Duties may include, but are not limited to the following:

Plans, organizes, directs, and coordinates the operation of all functions for the Agency.

Initiates/participates in strategic planning efforts for the benefit of the Agency in County, private sector and regional venues.

Develops and implements the Agency annual budget; coordinates fiscal operations with the County (accountant and auditor services); provides budgetary forecasts to the Agency Board of Directors as requested.

Assists in formulating long-range goals of the Agency program and in developing plans for accomplishing these goals; develops policies and procedures to carry out the plans which have been developed; develops and implements marketing and public outreach and information plans; reviews and evaluates programs and anticipates future needs.

Provides on-going support to the Agency Board to maximize their effectiveness including facilitating new Board member orientation, providing Board training on specific issues or topic areas, and identifying ways to streamline meetings and maximize the efficient use of the Board members' time.

Supervises, directs, develops and evaluates subordinate staff (County employees) and also has responsibility for selecting program staff.

Coordinates activities with other departmental divisions, other County departments, other governmental agencies and private organizations and contractors as required.

Reviews the preparation of a variety of plans, reports, and correspondence.

Discusses and explains department plans, programs, and projects at public and community meetings, legislative and administrative hearings, and related functions; attends conferences and seminars to keep informed of new developments.

Consults with legal counsel concerning contracts and divisional operations; monitors legislation on the state, federal and local level; recommends changes required by new legislation.

May serve as a member of various committees as directed by the Agency Board of Directors.

Performs other duties as required.

Knowledge and Abilities

Considerable knowledge of:

- state and federal laws and programs relative to the planning and development of recycling management, including AB 939 legislation; principles and practices of marketing and public information, principles and practices of program planning and evaluation, grant preparation and review, personnel and fiscal administration, including budgetary process and fiscal strategy, staff development and training; the principles and practices of contract negotiations and administration; the organization and functions of various Agencies; economic research and feasibility as it relates to plans in support of the program; English syntax and grammar; modern software programs required to complete job responsibilities.

Ability to: plan, organize and direct the activities of professional, specialized technical and clerical staff; establish and maintain harmonious working relationships with the Agency Board of Directors, coworkers, subordinates, representatives of other County departments, other governmental agencies, private organizations, private contractors, and with the general public; prepare and implement administrative and fiscal policies and controls; coordinate program activities with other County departments and other public entities; determine organizational needs and functional changes in order to improve efficiency and effectiveness; provide effective leadership in the development of new or improved procedures; analyze, prepare and/or review staff reports and recommendations and to give constructive criticism; effectively assemble, organize and present in written and/or oral form, reports containing alternative solutions and recommendations regarding specific resources, plans and policies; speak before groups regarding department plans, projects and functions.

Minimum Qualifications

Education and Experience: Any combination of education, training, and experience that clearly demonstrates possession of the knowledge and abilities listed for the position. Normally, this would include significant coursework or graduation from an accredited college or university with a focus in business administration, public administration, marketing, environmental studies, or a related field and five years of increasingly responsible, professional experience in recycling or solid waste management, including at least four years of experience with administrative and supervisory responsibilities for marketing and/or public information, program planning and administration, and staff supervision.

License: Possession of a valid driver's license at the appropriate level including special endorsements, as required by the State of California, may be required depending upon assignment to perform the essential job functions of the position.

ATTACHMENT B

SERVICE REIMBURSEMENT RATES FOR FISCAL YEAR 2009-2010

Executive Director	\$182,251
Department Analyst	\$79,996
Integrated Waste Specialist	\$118,124
Integrated Waste Specialist	\$125,113
Integrated Waste Specialist	\$116,270
Senior Office Assistant	\$87,645

SERVICE REIMBURSEMENT RATES FOR FISCAL YEAR 2010-2011

Executive Director	\$166,234
Department Analyst	\$95,067
Integrated Waste Specialist	\$115,999
Integrated Waste Specialist	\$123,344
Integrated Waste Specialist	\$119,543
Senior Office Assistant	\$86,700

Included in the rates used for Attachment B are the salaries and benefits for the employees. Benefits include retirement contributions, dental care insurance, vision care insurance and opportunities for medical insurance coverage. Any personal choices, such as: type of medical insurance coverage or participation in investment opportunities, are also included as well as any incremental raises based on service, known as "step increases".

#18

Resolution No. 10-0445

ATTEST: JUN 02 2010

County of Sonoma
Santa Rosa, CA 95403

Date: 6/01/2010

Concurrent Resolution Of The Board Of Supervisors Of The County Of Sonoma, The Board Of Directors Of The Sonoma County Water Agency, The Board Of Commissioners Of The Community Development Commission, And The Board Of Directors Of The Northern Sonoma County Air Pollution Control District, Amending Salary Resolution No. 95-0926, to establish the classification and salary for Waste Management Agency Executive Director, effective June 1, 2010.

Whereas, Sonoma County provides staffing services for the Sonoma County Waste Management Agency, under agreement; and

Whereas, the Sonoma County Waste Management Agency has asked the Sonoma County Human Resources Department to develop the classification to perform as department head, reporting to the Sonoma County Waste Management Agency, and as a result Human Resources have determined that the new classification of Waste Management Agency Executive Director will be deemed a department head and assigned to Unit # 0052; and

Whereas, the Sonoma County Waste Management Agency has directed Human Resources to set the salary for the new classification of Waste Management Agency Executive Director at salary range 4350.

Now, Therefore, Be It Resolved, that the Board hereby authorizes the amendment to Salary Resolution 95-0926, as described in Attachment A, which is attached and incorporated by reference hereto.

Supervisors:

Kerns: Aye Zane: Aye Kelley: Aye Carrillo: Aye Brown: Absent

Ayes: 4 Noes: 0 Absent: 1 Abstain: 0

So Ordered.

AGREEMENT FOR PERSONAL SERVICES, EXECUTIVE DIRECTOR OF THE
SONOMA COUNTY WASTE MANAGEMENT AGENCY

November

This Agreement is made this 2 day of ~~October~~, 2010, by and between the County of Sonoma, a political subdivision of the State of California (hereinafter "COUNTY") and Henry Mikus (hereinafter called "EMPLOYEE").

WITNESSETH:

WHEREAS, the COUNTY and the SONOMA COUNTY WASTE MANAGEMENT AGENCY ("AGENCY") have entered into an agreement for staff services (hereinafter, "Staff Contract"); and,

WHEREAS, pursuant to the Staff Contract, the County is to employ a person to act in the capacity as the Executive Director of the AGENCY (hereinafter "Executive Director"); and,

WHEREAS, the AGENCY has determined that EMPLOYEE is the individual AGENCY wants to serve as Executive Director of the AGENCY; and,

WHEREAS, the County desires to retain EMPLOYEE as the Executive Director; and,

WHEREAS, EMPLOYEE acknowledges that by accepting the position of Executive Director, he will be an at-will employee for the COUNTY, and that as such, his position is exempt from the County's Civil Service system in accordance with Civil Service Ordinance 305-A and that he will retain no right of restoration to any previously held classified position with COUNTY under said system.

NOW, THEREFORE, BE IT AGREED by and between the parties as follows:

1. Term of Employment. COUNTY hereby employs EMPLOYEE in the position of Executive Director for a period of three (3) years, commencing January 3, 2011, and ending on January 3, 2014, subject, however, to termination as hereinafter provided.

2. Duties. EMPLOYEE shall perform the duties of the Executive Director as set forth in the job description for the position, attached hereto as Attachment A, as it now provides or may hereafter be amended.

3. Compensation.

(a) EMPLOYEE's initial salary shall be \$110,000 per annum, which is the top step of the salary range. Thereafter, EMPLOYEE's salary shall be established by the Sonoma County Salary Resolution 95-0926 as amended or until superseded by further resolution(s) of the Board of Supervisors.

(b) Except as herein provided, EMPLOYEE shall be entitled to the same fringe benefits generally available to COUNTY unrepresented administrative management employees, as specified in the Salary Resolution, notwithstanding any designation that the Executive Director is a Department Head position under Ordinance No. 5892.

(c) EMPLOYEE shall participate in any mandatory time off furlough program established by the County on the same terms and conditions applicable to management employees.

(d) SCWMA shall reimburse EMPLOYEE for moving expenses in accordance with Sonoma County Administrative Policy 4-9.

(e) EMPLOYEE shall receive 24 hours of Vacation and 16 hours of Sick Leave upon hire.

4. Appointing Authority and Performance Evaluations.

(a) The Board of Supervisors shall be the appointing authority for the EMPLOYEE. The Board will, however, consistent with the job specifications set forth in Attachment A and pursuant to the Staff Contract referenced previously herein, delegate supervision over the EMPLOYEE and delegate the annual performance review to the Board of Directors for the AGENCY. EMPLOYEE agrees that concerns that COUNTY Board of Supervisors or the individual members of the Board or the AGENCY Board of Directors or the individual members of the AGENCY Board have concerning EMPLOYEE's performance are not "specific complaints or charges brought against an employee by another person or employee" as that phrase is used in Government Code § 54957 and that the notice requirement of that section is, under those circumstances, inapplicable.

(b) Pursuant to the Staff Contract referenced above, COUNTY shall provide additional dedicated staff to assist the EMPLOYEE in carrying out the day-to-day operations of AGENCY. Said additional staff will be within the classified service of the County's Civil Service Ordinance. The EMPLOYEE shall be the appointing authority over such County employees and EMPLOYEE shall be responsible for complying with all laws, policies and procedures with regard to such COUNTY employees, including but not limited to, all COUNTY personnel policies and procedures.

5. Termination.

(a) EMPLOYEE shall serve at the will and pleasure of COUNTY Board of Supervisors and may be terminated at the will of the Board with or without cause, provided, however, that the County will delegate the authority to terminate the EMPLOYEE with or without cause to the AGENCY under the Staff Contract, and provided that the COUNTY shall retain the authority to terminate the EMPLOYEE for egregious conduct, which shall be defined as any of the following:

- 1) a physical assault;
- 2) threats of violence;

3) embezzlement or theft;
4) prosecution for or conviction of a felony;
5) unauthorized possession of weapons or explosives on County property;
6) sexual harassment;
7) unlawful discrimination;
8) being under the influence of alcohol or non-prescribed drugs, to the level of incapacity, during work hours; or
9) violation of COUNTY's policy regarding use of COUNTY owned computers or other electronic devices.
EMPLOYEE expressly waives and disclaims any right to any pre-termination or post-termination notice and hearing.

(b) COUNTY may place EMPLOYEE on paid administrative leave when COUNTY determines that EMPLOYEE's acts or omissions have resulted, or may result, in liability to COUNTY or AGENCY.

(c) Termination of EMPLOYEE's employment without cause may be effected by AGENCY giving written notice to COUNTY and COUNTY giving thirty (30) days' prior written notice to EMPLOYEE. Upon such termination, EMPLOYEE shall be entitled to additional salary and deferred compensation equal to that which would accrue during ninety (90) calendar days following termination and to be computed by the COUNTY Auditor-Controller at the rate applicable on the day of termination plus the cash equivalent of all accumulated vacation as of the day of termination. In addition to the foregoing, EMPLOYEE shall also be entitled to be compensated for one-fourth (1/4) of unused sick leave; one hundred percent (100%) of EMPLOYEE's floating holiday balance, converted and accrued as compensatory time pursuant to the Sonoma County Salary Resolution; and EMPLOYEE's deferred compensation balance. EMPLOYEE's health benefits and the COUNTY's portion of the premium contribution shall continue to remain in effect for a period of ninety (90) calendar days from date of termination. If EMPLOYEE elects to accept said severance package, EMPLOYEE shall execute an agreement that the severance package shall constitute a final settlement and satisfaction of all claims of EMPLOYEE against COUNTY or AGENCY arising out of his or her employment. EMPLOYEE expressly waives and disclaims any right to any pre-termination or post-termination notice and hearing.

(d) EMPLOYEE may terminate his or her employment at any time by delivering to the COUNTY Board of Supervisors and the Chair of the AGENCY Board of Directors his or her written resignation. Such resignation shall be irrevocable and shall be effective not earlier than ninety (90) calendar days following delivery. EMPLOYEE shall be entitled to be compensated for one-fourth (1/4) of unused sick leave; one hundred percent (100%) of EMPLOYEE's floating holiday balance, converted and accrued as compensatory time pursuant to the Sonoma County Salary Resolution; and EMPLOYEE's deferred compensation balance.

(e) From the date upon which EMPLOYEE either resigns or is notified of the COUNTY's intention to terminate the Agreement until the actual date upon which the resignation, termination or expiration becomes effective, EMPLOYEE shall continue to devote his or her full time, attention and effort to the duties anticipated hereunder and shall perform the

same in a professional and competent manner. If requested, EMPLOYEE shall assist COUNTY and AGENCY in orienting EMPLOYEE's replacement and shall perform such tasks as are necessary to effect a smooth transition in the leadership of the AGENCY. These tasks may also include providing information or testimony regarding matters which arose during EMPLOYEE's employment.

(f) EMPLOYEE acknowledges, understands and warrants that EMPLOYEE shall have no further right or claim to employment after the expiration of the term of this Agreement. Except as provided herein, no other document, handbook, policy, resolution or oral or written representation shall be effective or construed to be effective to extend the term hereof or otherwise grant EMPLOYEE any right or claim to continued employment with COUNTY.

6. Nonassignability. EMPLOYEE shall not, during the term of this Agreement, make any assignment or delegation of any of its provisions without the prior written consent of COUNTY.


7. Compliance with Law. EMPLOYEE shall, during his or her employment hereunder, comply with all laws and regulations applicable to such employment. Any act or omission of EMPLOYEE constituting a public offense involving moral turpitude or a withholding of labor is a material breach of this Agreement relieving COUNTY of any and all obligations hereunder. Such act or omission shall constitute sufficient grounds for EMPLOYEE's termination with cause pursuant to this Agreement.

8. Definition of Sonoma County Salary Resolution. The Sonoma County Salary Resolution, as defined within this Agreement, shall be the COUNTY Board of Supervisors' Salary Resolution No. 95-0926, as amended or until superseded by further resolution(s) of the Board of Supervisors.

9. No Third Party Beneficiary Rights. Nothing contained in this Agreement shall be construed to create any rights in third parties and the parties do not intend to create such rights. In addition, EMPLOYEE shall not have any rights and shall not be intended to be a third party beneficiary under the Staff Contract between the AGENCY and the COUNTY.

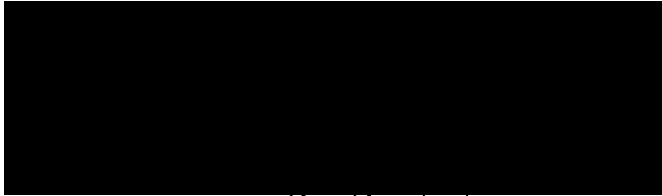
10. Merger. This writing is intended both as the final expression of the Agreement between the parties hereto with respect to the included terms and as a complete and exclusive statement of the terms of the Agreement, pursuant to Section 1856 of the Code of Civil Procedure. No modification of this Agreement shall be effective unless and until such modification is evidenced by a writing signed by both parties.

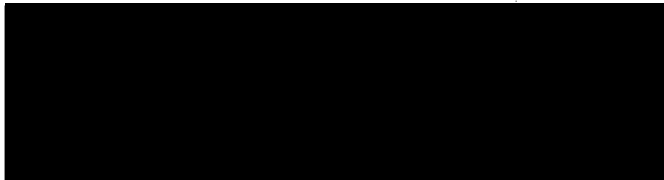
11. Termination of this Agreement as a Result of Termination of Staff Contract. In the event the Staff Contract is terminated by either the COUNTY or the AGENCY pursuant to paragraph 12 of the Staff Contract, then this Agreement for Personal Services shall terminate.

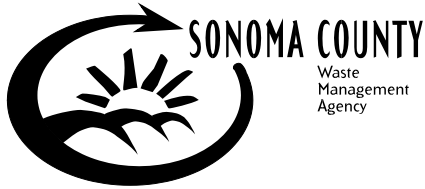

Clerk of the Board



Chairman, Board of Supervisors







Agenda Item #: 13
Cost Center: Contingency
Staff Contact: Mikus
Agenda Date: 10/16/2013

ITEM: Strategic Plan Retreat

I. BACKGROUND

The Board regularly has worked to establish and update goals for the Agency's work. Most recently, the Board discussed and set forth a listing of goals at its March 2011 meeting. Subsequently, in January 2013 as part of its evaluative process for the Agency Executive Director and Agency Counsel, the Board refined the list of goals. The Board has requested that a "workshop" meeting of a half-day duration be scheduled to have a focused discussion of goals for the Board and Agency staff to work toward in the upcoming years. A major impetus for this special meeting is the fast approaching end of the Agency's initial twenty-five year term in February 2017, and all the ancillary and interrelated decisions that are affected by the future of the Agency.

II. DISCUSSION

The Board suggested that a facilitator be employed to manage the workshop, including preliminary work in developing a list of goals and background information as a starting point for discussions. Two such individuals have provided proposals: Sherry Lund, who was the Board's facilitator for the two performance evaluations earlier this year, and Bill Chiat, who did a similar workshop for Sonoma County's Solid Waste Advisory Group in 2010. The proposals are attached for the Board to review.

Both proposals spoke to the issues facing the Agency, and demonstrated their understanding of our situation and the challenges of our way ahead. Also, both outlined similar two-step processes in preparing for and conducting the workshop. The two individuals plan to first conduct interviews with all Board members to gather information, that would then be used set up the agenda for the work shop itself.

The difference in the proposals is in the depth of preparation, where Ms. Lund allocates more time, and follow-up work which Ms. Lund plans for, while Mr. Chiat does not; this is reflective in the pricing. Ms. Lund proposes a range between \$10,725 and \$11,975, with the variation depending on the level of follow up we require. Mr. Chiat has a not-to-exceed cost of \$5,650 for the preparation and meeting only.

Typically the Board takes a meeting break for the holiday season and does not hold a December meeting; this year the date would be December 18. Since this is a morning date that all Board members are likely to have kept available, it was thought to be the easiest to schedule so all Board members could attend with the least impact on their schedules. Both facilitators in consideration have indicated they have that date and morning available, and are willing to reserve the spot pending the Board's selection decision.

III. FUNDING IMPACTS

This is not an activity that was contemplated in the Work Plan or Budget for the current fiscal year. As such the expense would be required to be funded from the Contingency Reserve, which has adequate funds to cover the expense for either of the facilitators under consideration. An appropriations transfer would be required to allocate sufficient appropriations in the Contingency Reserve. As the proposal amounts vary, staff recommends the Board delegate appropriations

transfer signing authority to the Chair, directing staff to prepare the appropriations transfer for the selected proposal, and directing staff to meet with the Chair to sign the appropriations transfer after this meeting.

IV. RECOMMENDED ACTION / ALTERNATIVES TO RECOMMENDATION

Staff recommends the Board accept December 18, 2013 as the workshop date, select one of the two facilitator's proposals for conducting the workshop, and delegate appropriations transfer signing authority to the Chair for the selected proposal.

V. ATTACHMENTS

Sherry Lund Associates proposal
Alta Mesa Group proposal

Approved by: _____
Henry J. Mikus, Executive Director, SCWMA



247 La Cuesta Drive
Portola Valley, CA 94028
(650) 619-5500 fax (650) 561-8414
sherrylund@aol.com

September 30, 2013

Mr. Henry Mikus
Executive Director
Sonoma County Waste Management Agency
2300 County Center Drive, Suite B-100
Santa Rosa, CA 95403

Dear Mr. Mikus:

Thank you for the opportunity to provide a proposal on the strategic planning workshop that you and your Board are planning.

Project Background and Description

The JPA that formed the Agency was developed in 1992 based on a 25-year agreement. The ten-member Agency Board continues to work on a variety of challenging issues with the knowledge that this agreement runs out in slightly more than three years. It is becoming increasingly difficult to make important tactical, financial and policy decisions in the face of this time horizon. The choices made might be very different, depending on whether the Agency continues or doesn't.

In order to work effectively over the remaining contract period, it is important to know the future of the Agency well before the conclusion of the contract period. The work or the importance of waste diversion hasn't decreased. The lack of clarity about the downstream picture plus competing interests regarding the Agency's role future has injected tension and conflict in Board deliberations.

Decisions about the Agency's future and about major policy issues also need the independent agreement of each member's decision-making body, e.g., City Councils or Board of Supervisors. This means that, while there are ten members of the Board making decisions, in reality, there are fifty or more voting stakeholders in play, immediately behind them.

Earlier this year, the Board asked you to work on several goals, as part of your performance evaluation as Executive Director. Two of those were to:

1. Initiate a strategic planning process; and
2. Work with the Board on the future of the Agency

You want to move these goals forward, beginning with a half-day workshop on Wednesday, December 18. The specific goals for this workshop are to:

1. **Get started on determining the process/roadmap for determining the Agency's future.** Key issues include:
 - What information do Agency member decision-makers need to make a decision?
 - How will this information be collected and presented?
 - What's the process for deciding?
 - What's the timetable for deciding?
 - How to communicate with the other fifty or more Council members or Supervisors who are also key stakeholders and decision-makers?
2. **Reach agreement on strategies and goals for the Agency in the next three years.**
3. **Define the next steps in this process.** I believe that the above Goal #1 regarding the Agency's future may require more than a single 3-hour session. I will have a better idea of what it will take after I interview Board members individually, although it will be clearer after the December workshop. Each step in strategic planning informs the next.

The benefit of this workshop and process is that the resulting alignment, agreements, and action planning will allow you, the Board, and the elected stakeholders in member jurisdictions to focus the Agency's human, technical, and financial resources effectively and efficiently--for the next three years and/or beyond.

To achieve these outcomes, I propose we use the process defined further below under "Project Steps." A centerpiece of this process is utilizing advance interviews to define the specific workshop approach and agenda. Those interviews and the larger six-step process will assure that the agenda reflects the unique needs and interests of each and all participants.

How Sherry L. Lund Associates Works With You

Sherry L. Lund Associates observes the following principles in working with you:

- We design a **customized approach** that fits the Agency's unique needs, resources, and culture—not force-fit your needs into a standard process.
- **We do our homework carefully**, so that we engage the key stakeholders in ways that make sense to them, and so that the workshop uses group time to greatest advantage.
- We assure a safe, professional, and mutually respectful environment for discussions. **We advocate for all points of view being heard within a professional and respectful environment.**
- We use the **decisions, tools, and processes that are already in place** and working well for you.

- We look for every opportunity to **make this process as easy as possible on you and enjoyable along the way.**

Project Phases

I propose three phases, detail as follows:

Project Steps

Following is a description of three project phases and the individual steps in each phase.

Phase I: Advance Preparation

Advance preparation is critical to a successful outcome. For this project, it includes the following:

Step 1 – Review background information.

I familiarize myself with any background documents that exist, Board agendas, goals-related documents or communications you've sent to the Board, and any other relevant information you can provide.

Step 2 - Conduct advance interviews with you, Board members and the Agency Counsel.

I meet individually by telephone for one hour with each Board member, you, and the Agency Counsel.

Interviews allow me to get to know new Board members, to listen to important feedback, to assess areas of interest and of likely agreement/disagreement, to resolve individual questions and concerns in advance, and to gather information that I use to create an efficient and effective process for ten Board members and two staff members.

Refining an agenda based on each participant's interests and concerns ensures that they arrive with a sense of ownership of the agenda. Depending on the interview results, I may suggest refining the originally stated objectives, with your agreement. I will share the group themes from the interviews during the workshop, but individual feedback will remain confidential.

Step 3 -- Design draft of Board workshop based on interview feedback.

Using information from the background documentation and the interviews, I draft an agenda for the Board workshop.

Step 4 – Meet with you to review group themes and the draft agenda.

I share the group themes that I heard from the advance interviews. Together, we refine the agenda design and objectives and agree on any pre-work that may be useful or necessary.

Phase II: Board Workshop Facilitation

Step 5 – Facilitate Board Workshop.

As a facilitator, I do the following:

- Establish groundrules at the beginning of the session.
- Facilitate all stakeholders in being heard and assist the Board in reaching consensus. My goals in facilitating are to have a rich, active, inclusive, and forward-thinking discussion.
- Capture session notes.

Phase III: Post-Workshop Summary and Consulting

Step 6 – Distribute Session Summary and Work with You to Identify Next Steps.

I provide a session summary of action items, decisions, and key output to all participants. I also identify follow-up meetings or steps needed to reach the objectives.

Consultant Qualifications

I will personally perform all work on this contract. I believe my skills and experience are a good match for this work. Specifically, I bring:

- Deep and broad experience in *strategic planning, systems consulting, team building, negotiation, conflict management, and executive coaching*—all important components of this project. A long and successful track record of tackling “too hot to handle” issues with groups that passionately disagree. I’m not afraid of difficult subjects or conflict-- conflict is a sign that people care.
- Thirty-six years experience in organizational consulting with 27 years consulting experience in my own firm—for a **broad variety of organizations in the public and private sector:**
 - **Public sector and non-profit experience examples include:** Cities of Palo Alto, Dublin, Fremont, Novato, Sausalito, Goleta, Fairfield, Tracy, Mission Viejo, Chula Vista, Santa Rosa, Union City, CA, and Tualatin, OR; Counties of Santa Clara, San Mateo, Alameda, San Joaquin, and Riverside, CA; California City Management Foundation Board of Trustees, Bay Area Air Quality Management District, Santa Clara Valley Water District, Carnegie Mellon University (Provost), the Susan Love Research Foundation, the S. H. Cowell Foundation, and the University of California.
 - **Global private sector examples include:** Intel, HP, Acco Brands, Seagate, The Gap, Levi Strauss, and Driscoll’s, *among many others* in the U.S., Europe, Asia, and the Middle East.

Cost and Terms

Consulting fees are based on the following discounted rate structure for public sector projects: Consulting, \$250/hr. (regular private sector rate = \$375/hr.). Facilitation and/or on-site work: \$2,000 full day and \$1500/half day with 1/2 day minimum. Pricing assumes local Sausalito

meeting site. If client changes project scope, cost will be re-forecast, and approval will be sought prior to additional work being performed.

Consulting

▪ Review background info: website, relevant Board meeting minutes, etc. – 2 hrs.	\$	500.00
▪ Interviews –12 hrs. (10 Board members, Exec. Dir., Counsel)		3,000.00
▪ Compile interview themes, design agenda - 5 hrs.		1,250.00
▪ Debrief and design review meeting with you: share interview themes, challenges, and draft agenda; make agenda revisions and produce final version - 3 hrs.		750.00
▪ Consulting/planning time with you and follow-up with individual Board members as needed - 1-6 hours	250.00 -	1,500.00
▪ Session preparation, notes, materials - 4 hrs.		1,000.00
▪ Logistics planning - 1 hr.		250.00
▪ Facilitation out of town – 1 day min. rate		2,000.00
▪ Session summary – 2 hrs.		500.00
▪ Development of proposed next steps and follow-up meeting with you - 3 hrs.		<u>750.00</u>
		\$ 10,250.00 - \$ 11,500.00

Expenses

▪ Travel: mileage for 2 trips, 1 overnight, tolls, tips	\$	400.00
▪ Business general liability insurance endorsement		<u>75.00</u>
		<u>475.00 - 475.00</u>
	TOTAL	\$ 10,725.00* - \$ 11,975.00*

*Allows for a 1-6 hr. range of process consulting with you and/or follow-up with individual Board members as needed.

Terms: Project costs billed 50% after design review and 50% at conclusion of final step, Net: 30.

Sonoma County WMA (Client) Responsibilities

In order to support the success of the project, Client agrees to:

- Assure involved parties are available for one-on-one and group meetings and complete evaluation interviews in order to meet project milestones.
- Identify an internal liaison who can schedule appointments.
- Provide meeting space and A-V equipment required.

- Commit to a professional and respectful process.

Cancellation/Rescheduling Policy

There is no charge made if process can be mutually rescheduled by Client and Consultant within 3 weeks of the original date; if the process cannot be rescheduled during this time frame, the cancellation schedule applies. Fees for cancellation (or rescheduling as previously described) for any reason are applied on the following schedule, *which reflects both advance preparation and exclusive holding of consulting time for a client*: 6 weeks in advance - 25% fee; 5 weeks in advance - 50% fee; 4 weeks in advance - 100% fee. A 100% cancellation charge will apply to individual meetings that are not cancelled with 24 hours prior notice. Materials will be charged according to their cost accrued at time of cancellation; there will be no charge for materials that can be re-used if process is rescheduled.

Next Steps

The next steps are to:

1. Execute a contract, purchase order, or sign your acceptance of this proposal, as your agency requires.
2. Send me any other relevant documents you may have for my review.
3. Schedule a phone meeting with you get started.
4. Identify a liaison who can work with me to schedule Board member interviews.

Please let me know if I can provide any additional information. I would enjoy the opportunity to work again with you and with your Board.

Best regards,

Sherry Lund
Principal



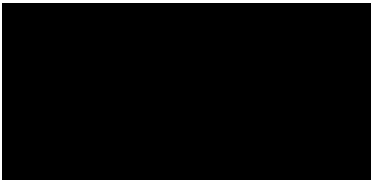
5 October 2013

Mr. Henry Mikus, Executive Director
Sonoma County Waste Management Agency
2300 County Center Drive, Suite B-100
Santa Rosa, CA 95403

Dear Mr. Mikus:

Thank you for the opportunity to submit this proposal to facilitate a Strategic Planning Workshop for the Sonoma County Waste Management Agency Board of Directors. We are excited about the potential of working with you on this important project.

We appreciate your consideration of our proposal and very much look forward to the opportunity to work with you and the Board. Please feel free to contact me for any additional information you need.



Proposal for Strategic Planning Facilitation Services



Presented by Alta Mesa Group, LLC

5 October 2013

INTRODUCTION

Thank you for the opportunity to provide a proposal to facilitate this process of goal-setting and strategic plan development for the Sonoma County Waste Management Agency. Alta Mesa Group, LLC (AMG) has provided similar services for a variety of local governments in California and is proud to provide you with this proposal.

In this document we outline our understanding of your expectations and the project approach. Based on our experience in working with agencies and governing bodies on similar projects, we then provide our approach to put the project into action. We review the qualifications of AMG President, William Chiat, a recognized expert in local government facilitation, organization development and strategic planning, who will provide all services in this proposal. The last section includes a cost quote based on the scope of work.

OUR UNDERSTANDING OF YOUR EXPECTATIONS

The Sonoma County Waste Management Agency was created through a joint powers agreement in 1992. The original members consisted of the County and eight of the nine cities. The ninth city joined the JPA shortly after its formation. The agency was formed to create and manage waste diversion programs as required by AB 939 – the California Integrated Waste Management Act of 1989.

At the time those initial programs included composting and household hazardous waste collection. In 1996 the Agency took on the AB 939 state reporting requirements for Sonoma

County along with the other duties associated with the Countywide Integrated Waste Management Plan. Over the years additional legislation has been enacted to reduce or remove waste from landfill, and the Agency's duties have been expanded to meet those requirements.

The current responsibilities of the Agency are focused in four areas: 1) municipal composting; 2) regional planning – including the AB 939 reporting and planning requirements along with the potential of enacting ordinances to further waste reduction and diversion; 3) Household Hazardous Waste collection – including material exchanges, and used motor oil, e-waste and fluorescent bulb collections; and 4) customer education and outreach – including an extensive web site and use of social media to outreach to the community.

Issues Facing the Agency

Public agencies must be responsive to the needs of their constituencies and the environment within which they operate. The changing laws, customer expectations, authority, JPA member expectations, relationships amongst members and with facility landlords, and resource capacity are all influencing the work and future of the Waste Management Agency.

While the Agency has adopted goals and a mission, the Board of Directors recognizes that because of the confluence of issues, now is an appropriate time to step back and think strategically about the Agency, its mission, its charter and the public value it brings to Sonoma County now and into the future. The purpose of this project is to facilitate a

conversation amongst the Board Members on the future directions for the Agency.

While the anticipated strategic conversation will look at overall goals of the Agency, some specific issues will have significant impacts on that conversation.

The Agency is funded through tipping fees for organics and a tip fee surcharge on landfill materials. The organics fees must be fully used for organics processing. The bulk of the funds from the tip fee surcharge are used for the HHW programs. Ironically as the Agency is increasingly successful in diverting additional tonnage from the landfill, its tip fee surcharge revenues decrease at the same time the cost of the additional programs increase. This long-term financing dilemma is one of the significant issues facing the agency.

The JPA term for the Agency was established as 25 years and expires in 2017. The renewal or extension of the JPA and the elements of the charter is a second of the significant issues facing the Agency.

Other major issues of strategic interest include the potential relocation of the composting facility, change in relationships at the landfill facility, and future regional plans and approaches to waste diversion and reduction.

Strategic Planning Session Purpose

While the staff and Board have established goals and regularly review the issues facing the agency and progress on the goals, the Board is seeking a more in-depth strategic session to engage in a deeper assessment of the Agency, its mission, goals, core values, opportunities and constraints, and planning for its future.

Such a strategic planning session provides both the Board and staff with a rare opportunity to step back and reflect on progress as well as take an objective look at where the organization is and where it is going, without necessarily focused on specific projects. The scan “from the balcony” helps all stakeholders take an objective look at the Agency, its services and the future.

PROJECT APPROACH

Based on your expectations we propose the following approach.

Phase 1: Preparatory Interviews and Agenda Development

Our strategic planning engagements typically begin with interviews with key stakeholders to help us hear the various perspectives of the agency and anticipated outcomes from the workshop. We have a standard set of interview questions which examine stakeholder insights on agency performance, strategies, opportunities, challenges, uncertainties, and relationships. We also solicit input on the agenda for the workshop.

These interviews may be conducted by telephone or in person and typically last 45 minutes. We anticipate interviewing all ten Board Members and the Executive Director in a combination of on-site and telephone interviews. To maximize resources we propose the on-site interviews be conducted at the SCWMA offices.

We find individual interviews work best for strategic processes. The interviews are conducted by the same individual who will be facilitating the strategic workshop. Interviews are held in confidence.

Following the completion of the interviews the consultant will prepare a final agenda for review by the Executive Director.

Phase 2: Strategic Workshop with Board

Consultant will facilitate an approximately four hour workshop with the Board on Wednesday, 18 December, 2013.

We have found that a Search Conference approach works well in strategic workshops. Our approach is a hands-on engagement of the participants. We use various discussion techniques to ensure all perspectives are heard and that no one individual or group dominates the discussion. Assorted group process techniques help eliminate ideas with little agreement, focus participants on areas of

agreement and move the group towards consensus on key issues. Where there is disagreement we document that disagreement and help groups identify options for solutions or alternatives.

Among the techniques we use:

- * Brainstorm
- * Small group discussions
- * Nominal group technique
- * Multi-voting
- * Affinity diagram
- * Strategic plan litmus tests

We will develop a specific agenda for the SCWMA workshop following our interviews, but our typical strategic workshop agenda follows this path:

Minutes	Topic
10	Most Proud: Achievements of the Agency
20	External Scan: How has the world changed in the last four years which influences the work of the agency?
45	Public Value: How do we wish to be known by the community? What are the desirable futures for the agency in five years?
60	Systems Analysis: What are the most significant issues facing the agency (SWOT analysis)?
45	Strategies Review: What changes are needed to current goals (keep/change/drop)? Where is there agreement; disagreement?
40	Structure Analysis: Are the current governance structure and relationships sufficient?
20	Action Steps: What are the next steps, assignments and timeframes to refining the Agency's strategic priorities? How shall obstacles be addressed?

The facilitator will chart the key elements of all the discussion on flipcharts throughout the workshop. Those will be provided to Agency staff to prepare as a written summary of the workshop. We are happy to review the draft

documents. As an optional service, AMG staff can prepare the written summary from the flipcharts.

MANAGEMENT APPROACH

Alta Mesa Group, LLC is a small public agency consultancy. We provide direct, hands-on services to our clients. We only take on projects with which we have extensive expertise and can be completed by our principal consultants. We do not subcontract work; all of our services are provided on an individual basis.

For this project all of the services will be provided by Mr. William Chiat, AMG president and principal consultant. With our approach our clients know exactly who is preparing all phases of their project and we pride ourselves on direct and frequent communication with our clients as the project progresses. There is no question on who is managing the project and responsible for each deliverable. We handle all of our financial management internally. AMG Secretary and Principle Consultant James Gladfelter is a California licensed Certified Public Accountant and manages the finances of the consultancy.

CONSULTANT QUALIFICATIONS

William S. (Bill) Chiat is President of the Alta Mesa Group, LLC and will serve as the project facilitator and consultant, and will perform all tasks associated with this project.



Mr. Chiat is an expert facilitator and organizational development consultant. He brings a unique combination of knowledge, skills, abilities ... and enthusiasm. He incorporates over 30 years of practical executive leadership and strategic consulting experience in state and local governments. His expertise in organizational management and governance is paired with his fluency with local governance issues and the challenges of agency leadership in today's environment.

A gifted facilitator, educator and executive coach, he has a solid record of facilitating internal and external discussions of complex and difficult issues for public agencies, including strategic direction. He is a results-oriented project manager with a specialty in inter-departmental and interagency projects.

Of particular interest to SCWMA is Mr. Chiat's expertise in facilitation and strategic planning process techniques and his expertise in AB 939 and waste management issues. Mr. Chiat has written, taught and researched extensively on strategic development, governance and the practice of facilitation in the public sector.

Mr. Chiat served as Planning and Development Director for the Ventura Regional Sanitation District and led the development of the AB 939 plans for a number of jurisdictions in Ventura County along with education programs, a major resource recovery facility and the expansion of an urban landfill.

Highlights of Professional Experience

Dean, California State Association of Counties Institute for Excellence in County Government. Mr. Chiat is the founder and Dean of the CSAC Institute for Excellence in County Government (contract services). The Institute was launched in 2008 to provide professional continuing education for elected county officials and senior staff in leadership, policy and governance competencies.

President, Alta Mesa Group, LLC. Provides organizational and leadership development consulting services to local California governments. Serves as a facilitator for governing board and executive team strategic workshops and retreats. Provides organizational development and executive education services to local governments including organizational structure and reform.

Among his clients are a cross section of California and Washington cities, counties, regional authorities, local agency formation commissions and a variety of other local governments. Mr. Chiat has previously facilitated strategic planning workshops for the

Sonoma County County/City Solid Waste Advisory Group, along with several other agencies in Sonoma County.

Previous Appointments

Executive Director, California Association of Local Agency Formation Commissions. Directed CALAFCO and over eight years built it into a recognized, influential and financially sustainable statewide organization. Mr. Chiat oversaw the administration of the Board of Directors and managed all Association activities and communications. Coordinated annual conference, staff workshop and CALAFCO University courses. Established and built relationships with peer associations, legislative committees and state agencies.

County Executive Officer, County of Napa. Managed the county. Directed change efforts to bring best practices into operations to maximize resources and services, such as performance measurement and management systems, outcome-based budgeting and process improvement. Built sustainable relationships with governments, community organizations, and industry groups. Negotiated landmark affordable housing agreements to share allocation numbers with cities. Maintained balanced budgets, financial stability and full service levels during difficult financial times.

Director of Organizational Effectiveness, County of Santa Barbara. Designed and led the planning, organization development and implementation of best practices into county management and operations. Mediated and facilitated controversial, complex community issues to resolution in areas of land use, resource protection and solid waste. Managed project teams responsible for systematic changes in structure, strategic planning, performance measurement and operational efficiencies. Managed county intergovernmental relations. Created comprehensive and accredited Employees University.

Executive Director, Arizona Governor's Office for Excellence in Government. Directed the management consulting and organizational development activities of the state. Managed

the creation and implementation of an Institute which provided professional development for the state's managers, executives and commissioners. Secured legislation requiring professional development for state managers. Served on the governor's cabinet. Provided governor with policy analysis and operational studies for consolidations, privatization and large-scale system integrations.

Assistant to the City Manager, City of Oxnard. Provided employee performance, organization effectiveness and facilitation services. Created models for organization structure, teams, performance measurement and strategic planning to improve city services and maximize resources. Conducted organizational and community analyses to determine satisfaction levels and provided coaching, conflict resolution and mediation services.

Director of Planning & Development, Ventura Regional Sanitation District. Managed the planning, engineering, environmental, and public affairs units of this regional solid waste and wastewater agency, including design and permitting of a controversial regional landfill, city AB 939 plans, and a major recycling plant. Built community rapport as liaison on controversial issues.

Prior Experience. Mr. Chiat served as a management consultant with federal resource agencies as well as the heavy equipment industry. He also served as Marketing Director for the Minnesota Department of Natural Resources, Public Information Officer and Park Ranger for Minnesota State Parks, and Assistant Director of the Central Wisconsin Environmental Station and Lecturer at the University of Wisconsin-Stevens Point.

Educational Background

Mr. Chiat has a Bachelor of Science from the University of Minnesota and a Master of Science from the Rackham School of Graduate Studies at the University of Michigan. He is a graduate of the Senior Executives in State and Local Government program, and the Leadership in the 21st Century program, both

from the Kennedy School of Government at Harvard University.

COST PROPOSAL

AMG recognizes the severe budget constraints of public agencies and strives to keep costs as economical as possible. To reduce costs we propose SCWMA be responsible for copying costs and the costs for facilities. This proposal includes all professional fees and expenses for preparing and facilitating the strategic planning workshop. All expenses are estimated. We bill only actual costs.

Phase 1 – Preparatory Interviews and Workshop Preparation

Professional fees (2 days)	\$3,700
Expenses*	\$50

Phase 2 – Board Strategic Workshop

Professional fees (1 day)	\$1,850
Expenses*	\$50

*estimated expenses – we bill only actual

TOTAL Not-to-Exceed	\$5,650
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REFERENCES

City of American Canyon
Dana Shigley, City Manager
Deanna Parness, Management Analyst
4381 Broadway Street, Suite 201
American Canyon, CA 94503
707-647-4369

Contra Costa
Local Agency Formation Commission
Lou Ann Texeira, Executive Officer
651 Pine Street, Sixth Floor
Martinez, CA 94553
925-335-1094

California Association of
Local Agency Formation Commissions
Pamela Miller, Executive Director
1215 K Street, Suite 1650
Sacramento, CA 95814
916-442-6536

WHY CHOOSE ALTA MESA GROUP

SCWMA is in an excellent position to enhance its ability to create public value through this strategic plan development proposal.

Alta Mesa Group, LLC is the right choice as your partner. Sonoma County Waste Management Agency benefits in several ways:

1. **Experience with Local Government and Inter-Governmental Collaborations.** Practical knowledge and literacy of local government in California, in particular with JPA governing boards such as SCWMA.
2. **Expert in Facilitation and Strategic Planning.** Demonstrated proficiency in creating facilitated experiences for governing and decision making bodies of local agencies in the public sector.
3. **Relationship Dexterity.** The use of a collaborative approach to leadership and governance, based on a unique ability to build relationships across of diversity of viewpoints and interests. We understand big-picture interrelationships of structures, systems, and processes within which staff and Board Members operate and how to make the most of these relationships.
4. **Strategic Agility.** Skilled communicator, facilitator and organizational strategist. We demonstrate our bias towards action with creative problem solving and development of new ideas and innovations. We understand how to balance perspectives and successfully navigate in political environments.
5. **Passion and Enthusiasm.** A passion for public service is enhanced by the enthusiasm and commitment to give people the capacity to improve their services and capacity to grow themselves and their organization.
6. **Synergy.** We know how to take advantage of existing resources and maximize the opportunities for local agencies to expand their capacities to create value for their constituents.

Finally, SCWMA is an important client. You will have Mr. Chiat's priority attention, and he will be available when you need him. Alta Mesa Group, LLC takes on a very limited client base in order to provide each with the quality of service and attention they expect and deserve.

October 2013 Outreach Events

<u>Day</u>	<u>Time</u>	<u>Event</u>
1	4 – 8 PM	Community Toxics Collection, Cloverdale
2	9:15–10:30AM	Central Disposal Site Tour, Alexander Valley USD
5	10 AM - 2PM	Community Health and Safety Fair, Rohnert Park
5	9 AM – 12 PM	Bi-National Health Week Celebration Downtown West Plaza Park Healdsburg
5	8 AM – 1 PM	Riders Recycle event, the Rip City Riders Poker Run at the Sonoma County Fairgrounds. Santa Rosa
6	9 AM – 12 PM	Bi-National Health Week Celebration, CHDC Celebration at Windsor Catholic Church Grounds, Windsor
7	9:30 – 11AM	Central Disposal Site Tour, Oak Grove Elementary School
8	4 – 8 PM	Community Toxics Collection, Santa Rosa, SE
10	9 AM-10 AM	Graton Labor Center Outreach, Graton Labor Center, Graton
11	1-3 PM	Central Disposal Site Tour, SRJC
12	1 PM-5 PM	Bi-National Health Week Celebration Flowery School, Sonoma
14	9:30-11:30AM	Central Disposal Site Tour, Salmon Creek School
15	4 – 8 PM	Community Toxics Collection, Oakmont
19, 20	8 AM – 4 PM	Electronics Waste Collection Event, Windsor WalMart
22	4 – 8 PM	Community Toxics Collection, Petaluma
26	10 AM– 2 PM	National Prescription Drug Take Back Day: Rohnert Park, Healdsburg, Petaluma
28	12 PM – 3 PM	Bi-National Health Week Celebration (Dia de Muertos Celebration), Petaluma
29	4 – 8 PM	Community Toxics Collection, Glen Ellen

November 2013 Outreach Events

<u>Day</u>	<u>Time</u>	<u>Event</u>
2	10 AM – 4 PM	End of Harvest Fiesta, Wells Fargo Center
5	4 – 8 PM	Community Toxics Collection, Windsor
9,10	8 AM – 4 PM	Electronics Waste Collection Event, Sonoma Whole Foods
12	4 – 8 PM	Community Toxics Collection, Kenwood
19	4 – 8 PM	Community Toxics Collection, Santa Rosa NE

**COUNTY OF SONOMA
DEPARTMENT OF TRANSPORTATION
AND PUBLIC WORKS**
2300 COUNTY CENTER DRIVE, SUITE B 100
SANTA ROSA, CALIFORNIA 95403

Susan R. Klassen, P.E., Director



AREA CODE (707)

ROADS.....565-2231
TRANSIT.....585-7516
REFUSE.....565-7940
AIRPORT.....565-7243
AIR POLLUTION.....433-5911
FAX.....565-2620
www.sonomacountypublicworks.com

September 11, 2013

File: 50-01.17.4

Henry Mikus
Sonoma County Waste Management Agency
2300 County Center Drive, Suite B100
Santa Rosa, CA 95403

Re: LEA Inspection Reports

Dear Mr. Mikus,

On April 23, 2013 the Sonoma County Board of Supervisors approved the License Agreement for the use of County facilities between the County of Sonoma and the Sonoma County Waste Management Agency (SCWMA) for compost premises located at the Sonoma County Central Disposal Site. Please be aware, as an effective partner to the JPA, the County is committed to work with the Agency and Sonoma Compost staff in a collaborative manner to resolve any issues and maintain compliance as required pursuant to section 6.2.2 of such license Agreement, where it is stated the licensee shall comply with all Laws and Orders concerning the Premises or Licensee's use of the Premises. For purposes of this agreement, the term "Law and Orders" includes all Federal, State, or California State Agency laws, statutes, ordinances, permits standards, rules, regulations, requirements, or orders now in force or hereafter enacted, promulgated, or issued.

Since April 2013 the LEA has issued the following area of concerns and violations:

- 4-18-13 Violation – Odor complaint
- 4-29-13 Violation – Odor complaint
- 4-30-13 Violation – Odor complaint
- 5- 7- 13 Area of Concern – Odor complaint
- 5-28-13 Area of Concern – Odor complaint
- 5-28-13 Area of concern – Exceeded permitted traffic volume
- 6-12-13 Area of concern – Exceeded processing time limit
- 6-28-13 Violation – Odor complaint
- 7- 02-13 Violation – Odor complaint
- 7-10-13 Area of concern - Exceeded permitted traffic volume
- 7-10-13 Violation – Exceeded processing time limit
- 8- 01-13 Violation – Exceeded processing time limit
- 8-19-13 Area of concern – Odor complaint
- 9-05-13 Violation – Exceeding processing time limit


As the property owner the County is obligated to ensure all conditions and requirements of the license agreement are met. The County is aware that the SCWMA has many challenging issues occurring at this time and as such, on September 11, 2013, we met with yourself and Agency staff to discuss these items. Based on this meeting, we understand that the Agency has responded to or is in process of responding to all areas outlined above as follows:

- 1) The Agency has submitted a draft permit revision/modification that addresses feedstock pile dimensions, processing timeframes, and permitted traffic volume. The intent being to comply with the May 14th letter from the LEA to the SCWMA which requires compliance with the current permit as such ensure all state minimum standards for the Central Compost Facility be achieved and maintained until such time that a permit

revision/modification is approved. Agency will continue their ongoing dialog with LEA staff to come to mutual concurrence on these various issues.

- 2) It is further our understanding that Agency staff has been working with the local Fire Marshal and Environmental Review in the determination of safe operating criteria for feedstock piles as applicable to any potential new or revised permit.
- 3) Working with its operator, odors are being addressed by spreading incoming feathers into a larger volume of material. It is our understanding from Agency staff that this new practice has mitigated a good deal of odors associated with this feed stock. Further, the Agency has continued to work with its operator to research new BMPs (Best Management Practices) and BATs (Best Available Technologies) that may prove effective in the future.
- 4) The Agency is working with the Regional Board to address zero discharge requirements as presented in the Central Disposal Site issued WDRs in March 2013. The Agency will continue to work with and keep the County apprised of any changed conditions in meeting these requirements by the RWQCB.

It is the County's expectation that the SCWMA, working together with us, will comply with regulatory directives and requirements pursuant to the aforementioned contract and applicable regulations. Please feel free to contact Alex Sebastian or any other of my staff for assistance at such time you may need our help. Thank you for taking the time to

 on this matter.

Division Operations Manager

c: Susan Klassen, Alex Sebastian, Glenn Morelli, DTPW
Jennifer Sylvester, Leslye Choate, Christine Sosko, LEA



October 6, 2013

Ms. Trish Piseni
Division Operations Manager
County of Sonoma Department of Transportation and Public Works
2300 County Center Drive, Suite B100
Santa Rosa, California 95403

Re: Your letter of 9/11/2013 regarding LEA Inspection Reports at the compost facility

Dear Ms. Piseni,

We understand and appreciate your and the County's concern about meeting the conditions of the License Agreement for our compost operation site at the Central Disposal Site. As we understand your issues, they are chiefly with permit conditions related to material piles and process times, traffic, and odors. You are correct, we and our operating contractor have taken steps to address issues raised by the Local Enforcement Agency (LEA), and are appreciative of the discussion we were able to have with you recently. However, as we also mentioned during our discussion, these issues have many facets that bear on their true level of seriousness and validity.

Regarding odors, the neighborhood whose residents have expressed the multitude of odor complaints is bordered by dairy farms on three sides; dairies are notorious odor emitters, and their odor can be similar to compost smells. Although we are very sympathetic that these landfill neighbors have to experience odors frequently, it is our experience, and our contractor operator's experience, via off-site odor inspections several times a day that nearly all of what is present in that neighborhood is dairy related. It must be noted that one particular dairy stands directly between our compost site and the neighborhood, on a direct line that follows the prevailing winds. But, out of consideration for the neighbors' concerns, our contractor has implemented a number of actions to mitigate offensive odors that might be coming from our compost facility; these have included the measures listed in your letter.

Although the LEA has conducted inspections resulting in violations as listed in your letter, please recognize the complete record. Since May of 2012, the LEA has conducted 40 inspections related to odor, of which 32 have been the result of complaints. The LEA has listed 6 of these inspections as "violations", but of the 6, we have disputed half. Our reasons for disputing the inspection findings have been specifically because our personnel were present at the same time and could not detect offensive odors. Also, 5 of the violations were in the period April 18, 2013 to July 2, 2013, where the LEA employed an "any odor is a violation" standard that has since been found to be incorrect. The applicable CalRecycle regulations, Title 14 Division 7 requires that compost activities "shall be conducted in a manner that minimizes vectors, odor impacts..."; "minimizes" is very different from "any odor". CalRecycle also has language that says odors must be a "nuisance", and describes this as "anything which...affects at the same time an entire community or neighborhood or any considerable number of persons". Though not explicitly acknowledged in any formal

communication with the SCWMA, since the SCWMA has informed the LEA of these discrepancies, the LEA has since modified their odor threshold standard.

The material pile sizes and process times were initially written into the compost facility permit nearly 10 years ago by our contractor, and LEA employee, and a senior member of the local Fire District as a collaborative effort using "best professional judgment" because no relevant standards existed. Since then, standards have been developed, but our permit has not been modified. Currently, a survey of similar facilities throughout California shows we have the most restrictive standards. As the industry and regulators have learned, they have implemented more realistic conditions. You are correct, we are developing a Permit Modification that is connected directly to the applicable Fire Code and employs many new safe fire standards. To be safe, in no instance are we requesting any change for larger material piles or longer process times that are anywhere near what is typical and allowable at most compost operations of this scale and which accept similar materials.

Traffic impacts are being addressed in the Permit Modification with the changes based on recent traffic impact studies to reflect current conditions and standards and not what was projected many years ago.

Separate from Waste Permit and LEA issues, your letter mentions our recent submittals and correspondence with the North Coast Regional Water Quality Control Board regarding their request for us to compile a "Zero-Discharge" storm water plan. As has been listed in the various submittals thus far, it has become evident one of the key factors that will enable us to achieve "Zero-Discharge" is developing storage capacity during storm events. You made a kind offer to help us in any of our mutual concerns; this is one area where the County, as property owner with responsibility for all operations, can be of invaluable help in working to determine a location for additional storm water accumulation.



Executive Director

Copies: SCWMA Board Members
Patrick Carter, SCWMA Department Analyst
Sonoma Compost Company

October 2, 2013

Central Landfill SCWMA Compost Facility Zero Discharge Project

Sonoma County Waste Management Agency and SCS Engineers Responses to the clarifications and questions posed by the NCRWQCB on the May 2013 Zero-Discharge Plan

The original NCRWQCB clarification questions are listed in italics.

Clarifications

I. Water Balance

Design storm used (both duration and return frequency), and runoff hydrographs for runoff from the compost deck entering and draining from the pond system

SCS Engineers performed a hydrologic analysis of the Sonoma Compost Site; details are provided in the May 14, 2013 submittal "Proposed Discharge Compliance Plan, Central Compost Site, Petaluma California". To recap, a hydrologic analysis was completed using a 5-year, 24-hour peak storm event. The 5-year, 24-hour peak storm was selected to comply with the California General Storm Water Plan Compliance Storm Event, which will be adequate to design storm water management structures given the 3-year Sonoma Compost operations planning timeline. The design storm event is 5.00 inches of rain. Runoff hydrographs were appended to the report and are attached for reference.

Additive water volumes (moisture conditioning and fire suppression)

Generally from May to November, water is added to the compost windrows to achieve the proper moisture levels to promote material degradation. As of May 14, 2013, the water usage at Sonoma Compost has been monitored by the County. The average daily water use from May 14, 2013 to August 30, 2013 was 46,255 gallons. This includes water needed for fire suppression. Please note that no water is added during the rainy season, when rainfall supplies the necessary moisture content, so the yearly average would be much less than the 46,255 gallons per day; it has been estimated at 10,000 gallons per day.

Pond volumes, drainage, and plumbing schematic (sketch is fine)

Pond volumes and site drainage features are described in the May 14, 2013 Discharge Compliance Plan. To recap, storm water runoff from the Sonoma Compost Site currently gravity drains to two sedimentation basins, Sedimentation Pond #4 (SP-4) and Sedimentation Pond #8 (SP-8). Upon reaching maximum storage capacity, SP-4 and SP-8 gravity drain to a 24-inch diameter pipe where the water comingles with storm water run-off from CDS areas outside of the Sonoma Compost Site. This comingled storm water continues to gravity drain through the CDS storm water piping system, collecting additional CDS storm water run-off. The storm water drainage piping increases to 36-inch diameter pipe and subsequently to 48-inch diameter pipe prior to discharging to detention basin Sedimentation Pond #5 (SP-5).

The combined storm water storage capacities of SP-4 and SP-8 were determined to be approximately 5 acre feet (1,600,000 gallons). The basin storage volumes were determined via take-off measurements using Autodesk Civil 3D HydroCAD software.

The attached site plan shows existing drainage infrastructure for the Sonoma Compost Site and the larger Central Disposal Site.

Pipeline capacity

The leachate force main pipeline was designed for anticipated *leachate* flows of up to 400 gallons per minute (GPM). During winter months, a portion of the capacity would be reserved for leachate and condensate generated by Landfill 1 and 2 (100 GPM). Peak leachate flows are estimated to be 100 GPM during winter months. Sufficient capacity exists for existing and future average and peak leachate demands, and possibly for discharge from the compost operations (again, additional storage capacity will be required in advance of pipeline discharge). Confirmation of leachate force main capacity and sizing to accommodate additional Sonoma Compost Site storm water flows will be determined as part of the engineering analyses outlined in the May 14, 2013 Proposed Compliance Plan.

Recall that both the County and Republic Services of Sonoma Inc., the contract landfill operator, must have assurances that pipeline capacity will not be compromised for its primary function – leachate disposal.

Show all calculations

We trust the attached hydrologic analysis calculations satisfy this request.

II. Temporary pipeline & pump scheme

Physical hookup and operation logistics

Additional engineering analyses are proposed to determine discharge pipe alignments, pump and pipe sizing requirement, pump and pipeline pressure considerations, power requirements, and potential tie-in location to the leachate force main. Expanded liquids storage capacity for compost run-off is needed (options are presented in the May 14, 2013 Discharge Compliance Plan) and the location will govern the temporary pipeline alignment. The potential tie-in point to the existing leachate pipeline line must account for existing configurations and whether the pipeline is single-or double-contained at that point. Thus it is premature to provide detailed information on physical hookup and operation logistics at this time. However, we offer the following preliminary information:

- Discharge flow: 50-100 gallons per minute
- Temporary pipe diameter: 4 to 6 inches
- Potential tie-in points: Mecham Road near landfill entrance; or below the Leachate Pond #1 pump station at Hammel Road.

III. Agreement/contract to use the pipeline

Negotiations, agreements, and permits needed to use pipeline

The pipeline consists of two distinct segments: one owned by the County of Sonoma, and another owned by the City of Rohnert Park. The County portion runs from the Central Landfill to its connection with a Rohnert Park sewer trunk line near the intersection of Stony Point Road and Rohnert Park Expressway just east of the City. The Rohnert Park line runs from this connection to its discharge point at the City of Santa Rosa Laguna Waste Water Treatment Plant (LWWTP).

Currently the County has an agreement in place to use the Rohnert Park line to transmit leachate from the connection with the County pipeline to the LWWTP. This agreement expires in 2015. We are given to understand that the Rohnert Park line has some age, and the City is requesting the County, and its landfill contractor, Republic Services, pay some portion of the line's repair or refurbishment expense prior to entering into any new agreement.

The County also has an agreement with Santa Rosa for treatment of its leachate at the LWWTP. We are also given to understand this agreement is not transferable to Republic Services when Republic assumes responsibility for the leachate system as part of the pending County-Republic landfill Master Operating Agreement (MOA).

Status of discussions

The County and Republic are currently negotiating with Rohnert Park for continued use of the pipeline. Similarly, negotiations are also ongoing for discharge to the LWWTP for treatment. Since the Agency is only a "tenant" on the landfill property, we are understandably not party to either of these negotiations.

Based on our conversations with the County, after agreements for use of the Rohnert Park pipeline and the LWWTP are successfully concluded, the Agency would have to then negotiate and enter into an agreement with the County and possibly Republic to add contact water from the compost site to the leachate line system.

We understand that as of the date of submittal of these responses to you, no progress of significance has been achieved in the County – Rohnert Park negotiations. The County has begun exploring other options to connecting their pipeline to the LWWTP.

Sticking points that Regional Water Board staff or management could assist with

Since the Agency is not party to the pipeline or LWWTP negotiations, unfortunately we cannot offer any information relative to "sticking points" on the pipeline.

However, achieving additional storage capacity beyond current capabilities is a key element in ultimately achieving "zero-discharge", and given the great space constraints on the Central property finding the best location for developing effective additional contact water storage is proving difficult.

IV. Pond water management

Is it possible/feasible to empty the pond system between storms?

Yes. This is current practice as allowed under the Solid Waste Facility Permit (SWFP) for the Central Compost Site and described in the facility operating documents. Briefly,

accumulated liquids are pumped out of SP-4 between storm events and used on-site for compost processing and dust control. This practice increases basin storage capacity for subsequent storm events, and reduces potential for discharge. The SCWMA will continue this practice.

Are or can the landfill leachate ponds be available for backup storage?

We have been informed by both the County and Republic that the leachate ponds are reserved for leachate storage. We have also been told that in order for any of the ponds' capacity to be made available for compost water, the MOA would require revision, which is deemed to be too involved to be effective. In particular this would require changes to the MOA liability structure which is very problematic.

Is it possible to capture and hold first flush runoff in the ponds and to bypass high runoff flows once the ponds are filled?

We agree that catching "first flush" runoff has great potential. As a consequence, we have begun investigating the possibility. Our initial calculations, assuming a worst-case of already saturated ground conditions, are that a .5-inch rain event would generate 300,000 gallons of contact water. Thus our estimate is that an actual runoff volume for "first flush" of 50% to 60% would be between 150,000 and 200,000 gallons. We have had discussions with a Baker tank supplier, tanker truck haulers, and the LWWTP management to put together a plan and cost structure to deal with 200,000 gallons of "first flush" for any given storm event. However, not all details are settled, and it appears likely the cost will be of sufficient level to require approval by the SCWMA Board.

We believe "valving off" the current sedimentation pond inlet and sending subsequent flow directly into the storm water system would have adverse consequences, particularly possible clogging of drainage ways and other ponds with debris. Thus we would suggest that bypassing high runoff flows is not advised.

Is there a freeboard monitoring program in place at this time?

There is no freeboard monitoring program for storm water ponds being performed, nor is any such program required by site permits.

V. Waste Characteristics

List and describe all feedstocks, bulking agents, additives (i.e. odor control enzymes) and provide any available information regarding characteristics of the soluble components of leachate.

As a clarification, contact water from compost materials is a very different substance than landfill leachate. As of our efforts to investigate use of the leachate pipeline we have had contact water tested in order to determine its characteristics.

Per the Report of Compost Site Information (RCSI), allowable feedstocks include green materials (source separated plant material), agricultural materials (including chicken feathers), vegetative food waste (no meat or dairy), and additives (diatomaceous earth and grape lees). Amendments are not considered feedstock, per the permit, but can include lime, gypsum, worm castings, oyster shells, clean soil, rice hulls, cocoa bean

hulls, duck manure compost, and corn gluten with rice hulls and clean soil accounting for the vast majority of the additives. Data regarding the odor control enzyme can be found at the following link: <http://westbridge.com/category/products/environmental-products/odor-control/>. Contact water is monitored at three locations and that data has been made available previously, and can be done so again with this submission.

VI. *Winter runoff minimization/ overall winterization plan*

Can/will the working area be reduced during the rainy season?

No. The site is operating near capacity. There are seasonal variations in the supply of feedstock and demand for finished compost. Without stockpiling finished compost over the winter months, Sonoma Compost/SCWMA would not be able to meet the Spring demand. As its, demand outpaces supply for weeks in the Spring months. The only feasible way to reduce the size of the working area during the rainy season would be to export material to another compost site. Loss of that material would not only severely affect Sonoma Compost Company's financial feasibility, but would also deprive Sonoma County businesses and residents of the material (including organic-listed soil amendments which displace chemical fertilizers, erosion prevention, increased moisture retention, etc.) and incur the negative impacts of overhaul of material to facilities outside of Sonoma County. The compost operation is an integral part of the overall County Solid Waste Management System, and restrictions on throughput capacity would have negative impacts on County businesses and residents. Sonoma Compost and SCWMA have investigated the possibility of leasing an off-site space elsewhere in Sonoma County to store and distribute finished compost, but have been told by the LEA that to do so there are significant impacts to our solid waste permit that would be difficult and time-consuming to address.

Can/will finished product from dry season composting be removed from the site prior to the end of the dry season? Can/will any of the feedstock be diverted to the landfill or to overhauling during late fall/winter?

Sales and shipping of finished product is a year-round activity. The Agency's contractor, Sonoma Compost Company (SCC), has a marketing program to find buyers for materials before they are complete through their process cycle. However, there are still seasonal fluctuations given that SCC products are primarily used for agricultural endeavors. Furthermore, the County of Sonoma has banned the landfilling of a number of materials, include wood waste and yard debris, which comprise over 90% of the feedstock accepted at the site.

Is there any program to remove/reduce inappropriate materials from the feedstock waste stream?

Yes. All incoming materials are manually screened by a work crew to remove contaminants (plastic, metal, and general refuse). This work is carried out on a continuous basis on all materials.

In addition, incoming loads of materials are regularly inspected; loads with unacceptable levels of contaminants (such as general refuse, metals, plastics, or dirt/rubble/debris) are rejected and not accepted for processing.

Sonoma Compost has investigated the feasibility of installing a sorting line at the feedstock receiving area to further reduce contaminants and concluded it would be a worthwhile operational change. The SCWMA is working with the LEA to include that in a permit modification.

Also, the SCWMA plans to launch a new educational campaign to get businesses and residents to “Keep Your Green Clean” next calendar year. It is planned to be the next cover of the countywide Recycling Guide as well.

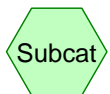
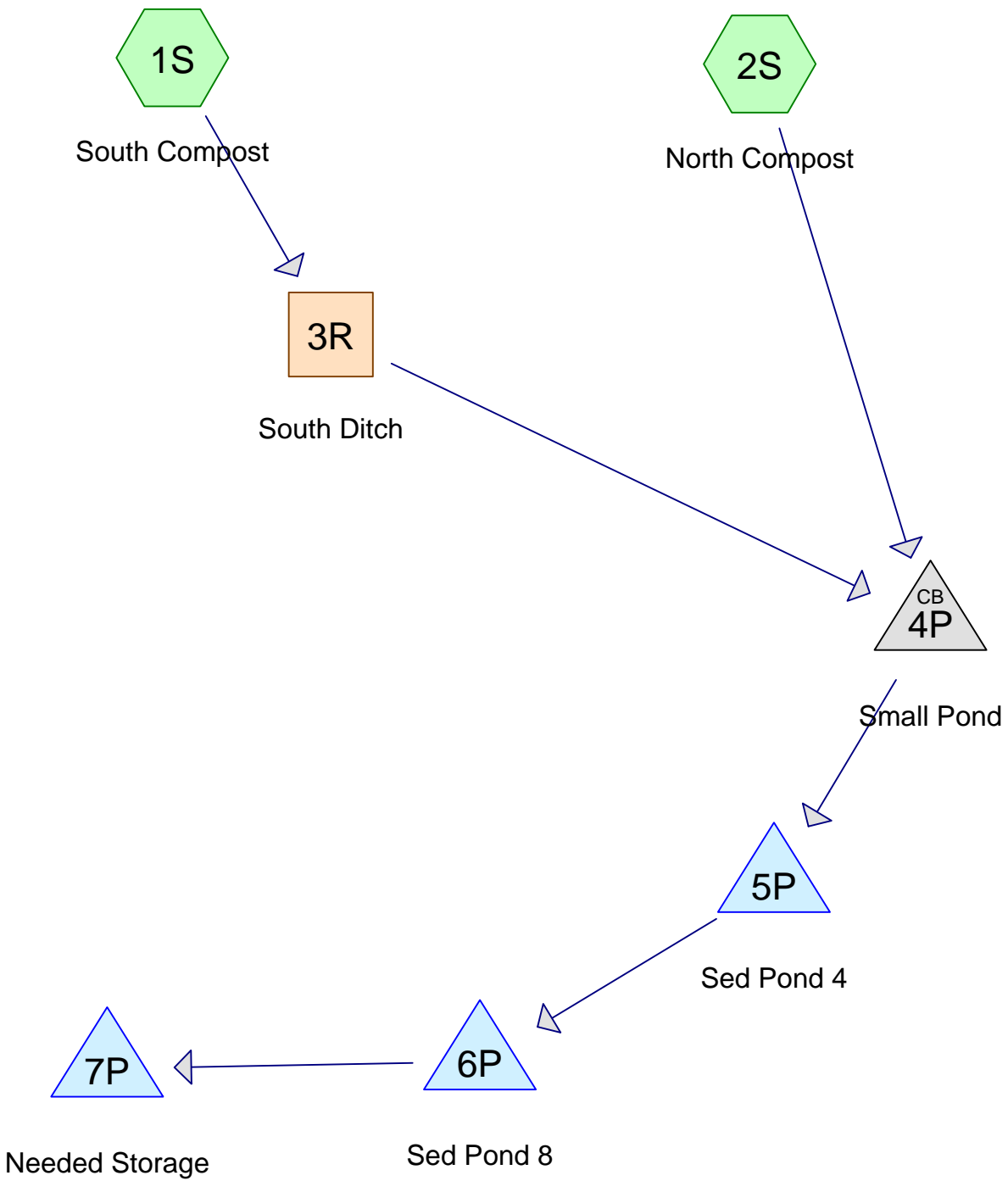
Is there any type of program or mechanism by which high waste strength feedstocks are or can be isolated and contained?

Yes. A series of sediment traps are in place at the low end of the facility that have proven effective in this regard. In addition, the August 6, 2013 response to the NCRWQCB’s initial comments to our May 15, 2013 plan included description of proposed new BMP efforts aimed to remove/reduce materials from contact water. These include installation of several additional upstream sediment traps, diversion structures to reroute run-on water away from active compost piles, and straw catch devices at the ends of each windrow.

However, we would appreciate descriptions from the NCRWQCB as to what they consider are “high waste strength feedstocks” in order to evaluate methods to contain or isolate their effects on contact water.

VII What is the County’s current projected date to achieve zero discharge of compost deck wastewater/leachate to surface waters?

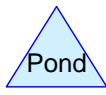
SCWMA cannot speak to what date the County may envision. However SCWMA still contemplates “zero-discharge” is attainable once the storage capacity issue is resolved and the plan submitted in May (with the recent modifications) is approved. The May 2013 plan set a timetable starting from plan approval of approximately a year to evaluate options to sufficient depth, perform engineering design and prepare construction documents, and conduct the bid process for a contractor. A full construction season upon award of a contract was also required.



Subcat



Reach



Pond



Link

Drainage Diagram for Sonoma Compost
 Prepared by SCS Engineers 5/7/2013
 HydroCAD® 7.00 s/n 003083 © 1986-2003 Applied Microcomputer Systems

Sonoma Compost

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Type II 24-hr Rainfall=5.00"

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Time span=5.00-20.00 hrs, dt=0.05 hrs, 301 points

Runoff by SCS TR-20 method, UH=SCS

Reach routing by Stor-Ind+Trans method - Pond routing by Stor-Ind method

Subcatchment 1S: South Compost

Runoff Area=17.900 ac Runoff Depth=4.37"

Flow Length=1,786' Tc=11.3 min CN=98 Runoff=106.08 cfs 6.517 af

Subcatchment 2S: North Compost

Runoff Area=7.440 ac Runoff Depth=4.37"

Flow Length=1,525' Tc=9.9 min CN=98 Runoff=46.21 cfs 2.709 af

Reach 3R: South Ditch

Peak Depth=2.81' Max Vel=9.5 fps Inflow=106.08 cfs 6.517 af

n=0.028 L=1,416.0' S=0.0254 ' / Capacity=233.85 cfs Outflow=100.96 cfs 6.498 af

Pond 4P: Small Pond

Peak Elev=1,116.84' Inflow=136.78 cfs 9.207 af

24.0" x 450.0' Culvert Outflow=136.78 cfs 9.207 af

Pond 5P: Sed Pond 4

Peak Elev=1,935.68' Storage=134,115 cf Inflow=136.78 cfs 9.207 af

18.0" x 120.0' Culvert Outflow=51.55 cfs 0.699 af

Pond 6P: Sed Pond 8

Peak Elev=458.56' Storage=9,621 cf Inflow=51.55 cfs 0.699 af

48.0" x 400.0' Culvert Outflow=41.50 cfs 0.695 af

Pond 7P: Needed Storage

Peak Elev=440.23' Storage=0.695 af Inflow=41.50 cfs 0.695 af

Outflow=0.00 cfs 0.000 af

Total Runoff Area = 25.340 ac Runoff Volume = 9.226 af Average Runoff Depth = 4.37"

Sonoma Compost

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Type II 24-hr Rainfall=5.00"

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Subcatchment 1S: South Compost

Runoff = 106.08 cfs @ 12.02 hrs, Volume= 6.517 af, Depth= 4.37"

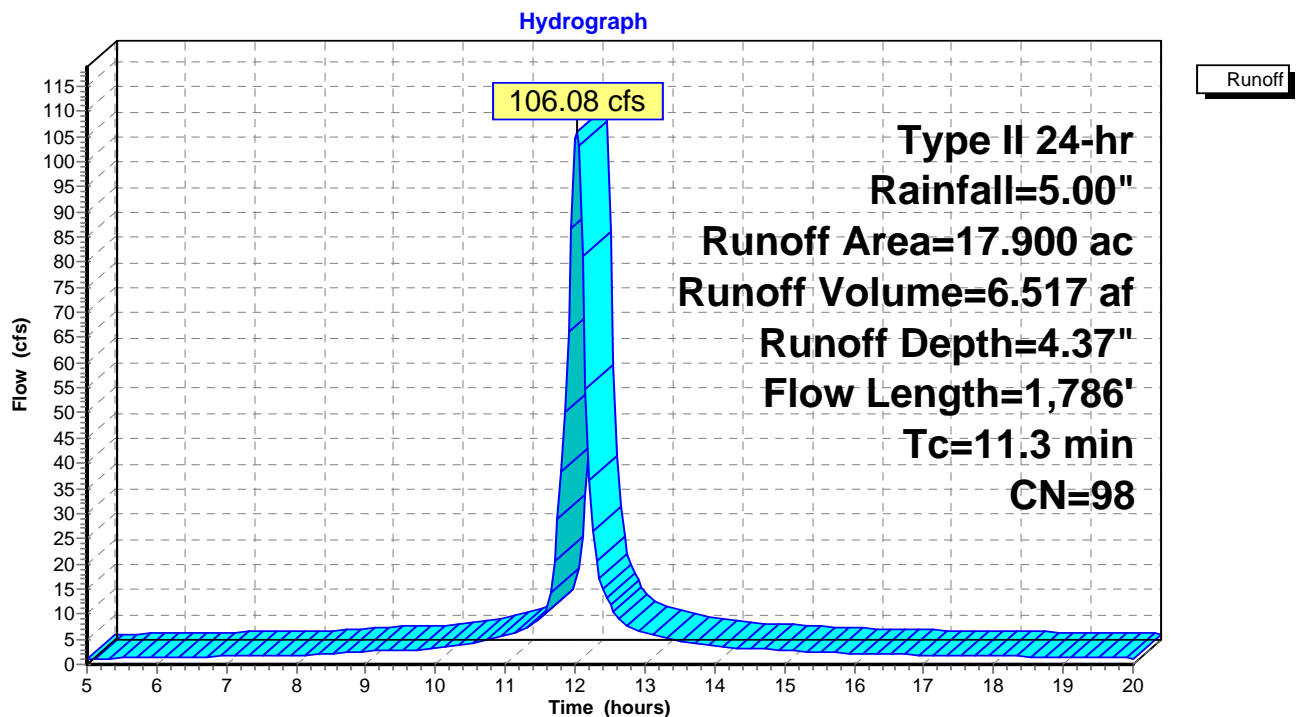
Runoff by SCS TR-20 method, UH=SCS, Time Span= 5.00-20.00 hrs, dt= 0.05 hrs

Type II 24-hr Rainfall=5.00"

Area (ac)	CN	Description			
17.900	98	Paved parking & roofs			

Tc (min)	Length (feet)	Slope (ft/ft)	Velocity (ft/sec)	Capacity (cfs)	Description
11.3	1,786	0.0450	2.6		Lag/CN Method,

Subcatchment 1S: South Compost



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Type II 24-hr Rainfall=5.00"

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Subcatchment 2S: North Compost

Runoff = 46.21 cfs @ 12.01 hrs, Volume= 2.709 af, Depth= 4.37"

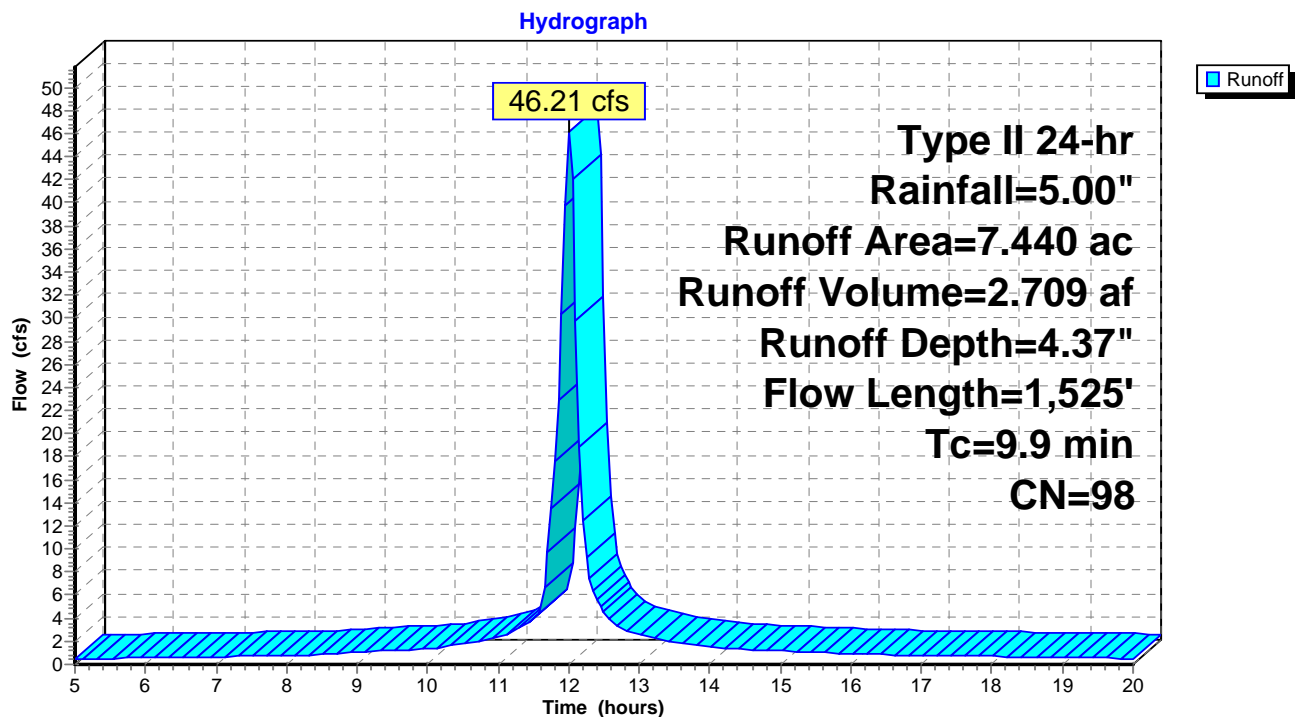
Runoff by SCS TR-20 method, UH=SCS, Time Span= 5.00-20.00 hrs, dt= 0.05 hrs

Type II 24-hr Rainfall=5.00"

Area (ac)	CN	Description
7.440	98	Paved parking & roofs

Tc (min)	Length (feet)	Slope (ft/ft)	Velocity (ft/sec)	Capacity (cfs)	Description
9.9	1,525	0.0450	2.6		Lag/CN Method, North Tc

Subcatchment 2S: North Compost



Reach 3R: South Ditch

[82] Warning: Early inflow requires earlier time span

Inflow Area = 17.900 ac, Inflow Depth = 4.37"
 Inflow = 106.08 cfs @ 12.02 hrs, Volume= 6.517 af
 Outflow = 100.96 cfs @ 12.09 hrs, Volume= 6.498 af, Atten= 5%, Lag= 4.3 min

Routing by Stor-Ind+Trans method, Time Span= 5.00-20.00 hrs, dt= 0.05 hrs

Max. Velocity= 9.5 fps, Min. Travel Time= 2.5 min

Avg. Velocity= 3.9 fps, Avg. Travel Time= 6.0 min

Peak Depth= 2.81' @ 12.05 hrs

Capacity at bank full= 233.85 cfs

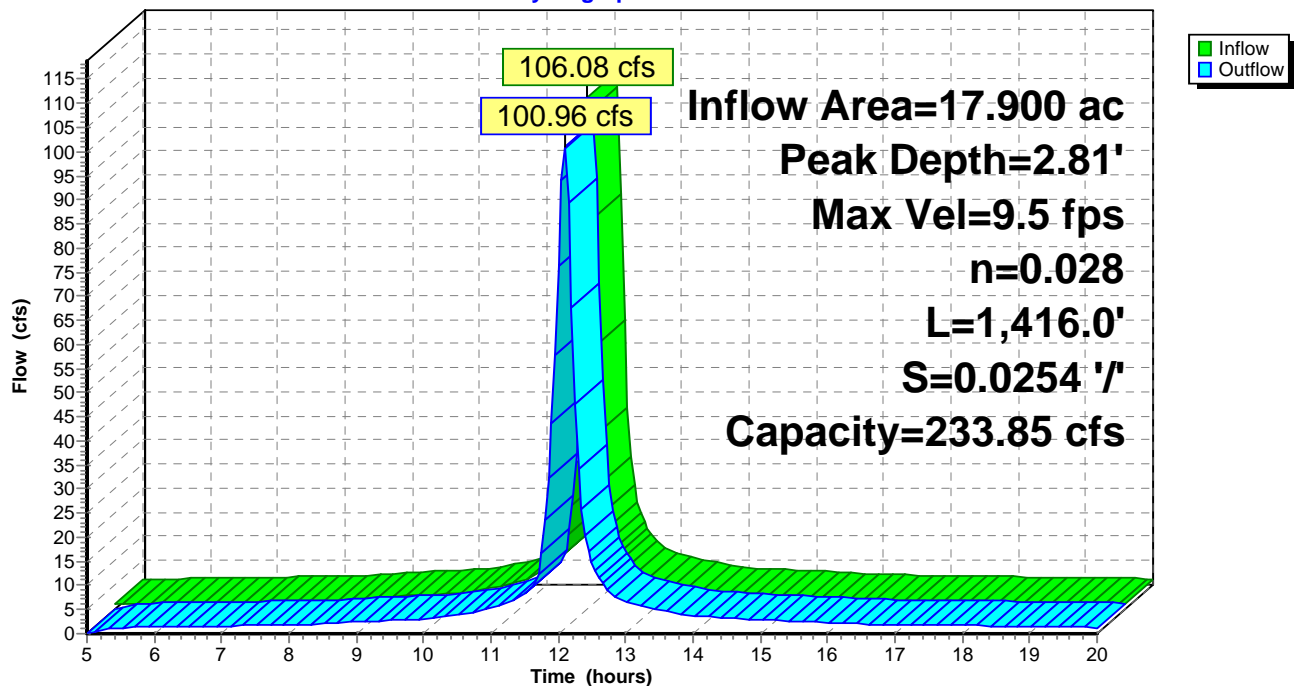
Inlet Invert= 516.00', Outlet Invert= 480.00'

1.00' x 4.00' deep channel, n= 0.028 Length= 1,416.0' Slope= 0.0254 '/'

Side Slope Z-value= 1.0 '/'

Reach 3R: South Ditch

Hydrograph



Pond 4P: Small Pond

[82] Warning: Early inflow requires earlier time span

[57] Hint: Peaked at 1,116.84' (Flood elevation advised)

[63] Warning: Exceeded Reach 3R inflow depth by 595.01' @ 12.05 hrs

Inflow Area = 25.340 ac, Inflow Depth = 4.36"
 Inflow = 136.78 cfs @ 12.06 hrs, Volume= 9.207 af
 Outflow = 136.78 cfs @ 12.06 hrs, Volume= 9.207 af, Atten= 0%, Lag= 0.0 min
 Primary = 136.78 cfs @ 12.06 hrs, Volume= 9.207 af

Routing by Stor-Ind method, Time Span= 5.00-20.00 hrs, dt= 0.05 hrs

Peak Elev= 1,116.84' @ 12.06 hrs

Plug-Flow detention time= (not calculated: outflow precedes inflow)

Center-of-Mass det. time= (not calculated)

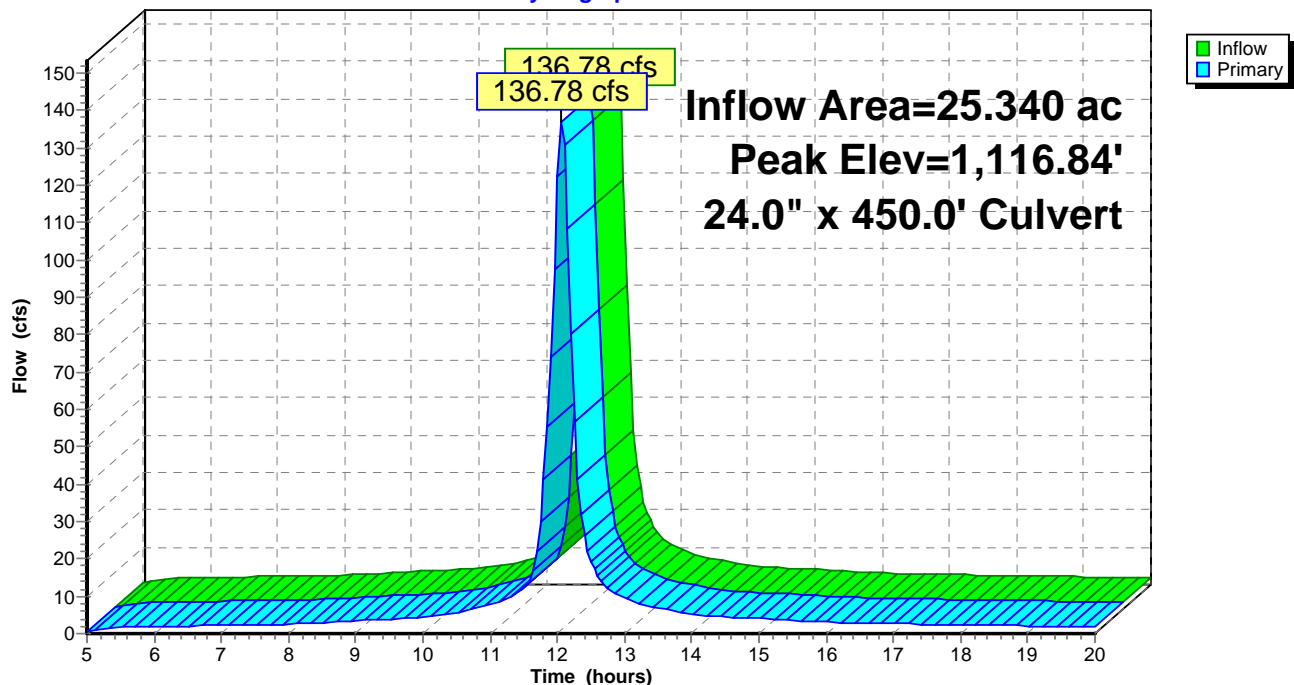
#	Routing	Invert	Outlet Devices
1	Primary	480.00'	24.0" x 450.0' long Culvert Ke= 0.200 Outlet Invert= 470.00' S= 0.0222 '/' n= 0.025 Cc= 0.900

Primary OutFlow Max=135.18 cfs @ 12.06 hrs HW=1,102.84' (Free Discharge)

↑1=Culvert (Barrel Controls 135.18 cfs @ 43.0 fps)

Pond 4P: Small Pond

Hydrograph



Sonoma Compost

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Type II 24-hr Rainfall=5.00"

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Pond 5P: Sed Pond 4

[82] Warning: Early inflow requires earlier time span

[93] Warning: Storage range exceeded by 1,465.68'

[81] Warning: Exceeded Pond 4P by 1,099.51' @ 19.95 hrs

Inflow Area = 25.340 ac, Inflow Depth = 4.36"
 Inflow = 136.78 cfs @ 12.06 hrs, Volume= 9.207 af
 Outflow = 51.55 cfs @ 12.06 hrs, Volume= 0.699 af, Atten= 62%, Lag= 0.0 min
 Primary = 51.55 cfs @ 12.06 hrs, Volume= 0.699 af

Routing by Stor-Ind method, Time Span= 5.00-20.00 hrs, dt= 0.05 hrs / 4

Peak Elev= 1,935.68' @ 12.06 hrs Surf.Area= 20,800 sf Storage= 134,115 cf

Plug-Flow detention time= 293.2 min calculated for 0.699 af (8% of inflow)

Center-of-Mass det. time= (not calculated: outflow precedes inflow)

#	Invert	Avail.Storage	Storage Description
1	460.00'	134,115 cf	Custom Stage Data (Prismatic) Listed below

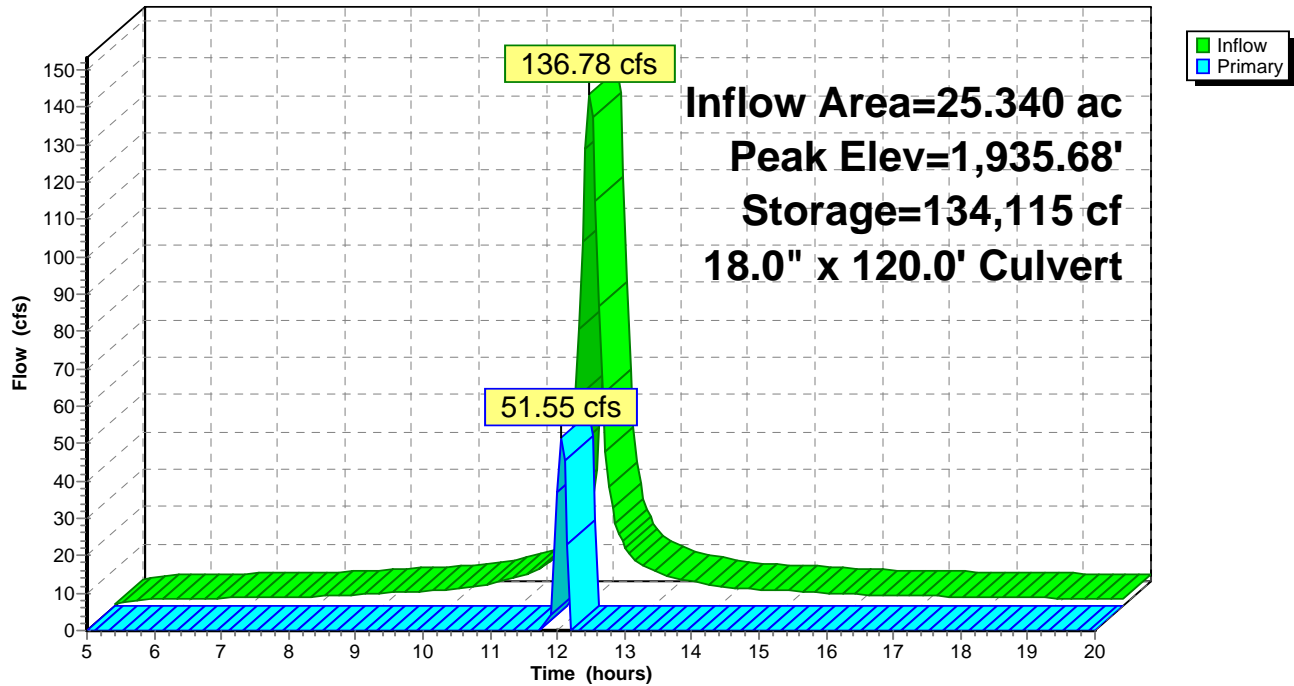
Elevation (feet)	Surf.Area (sq-ft)	Inc.Store (cubic-feet)	Cum.Store (cubic-feet)
460.00	6,000	0	0
465.00	13,570	48,925	48,925
466.00	14,830	14,200	63,125
468.00	17,680	32,510	95,635
470.00	20,800	38,480	134,115

#	Routing	Invert	Outlet Devices
1	Primary	470.00'	18.0" x 120.0' long Culvert Ke= 0.200 Outlet Invert= 465.00' S= 0.0417 '/' n= 0.025 Cc= 0.900

Primary OutFlow Max=178.08 cfs @ 12.06 hrs HW=1,935.54' (Free Discharge)↑**1=Culvert** (Barrel Controls 178.08 cfs @ 100.8 fps)

Pond 5P: Sed Pond 4

Hydrograph



Sonoma Compost

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Type II 24-hr Rainfall=5.00"

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Pond 6P: Sed Pond 8

Inflow Area = 25.340 ac, Inflow Depth = 0.33"
 Inflow = 51.55 cfs @ 12.06 hrs, Volume= 0.699 af
 Outflow = 41.50 cfs @ 12.11 hrs, Volume= 0.695 af, Atten= 20%, Lag= 2.8 min
 Primary = 41.50 cfs @ 12.11 hrs, Volume= 0.695 af

Routing by Stor-Ind method, Time Span= 5.00-20.00 hrs, dt= 0.05 hrs / 2
 Peak Elev= 458.56' @ 12.11 hrs Surf.Area= 5,342 sf Storage= 9,621 cf
 Plug-Flow detention time= 5.7 min calculated for 0.693 af (99% of inflow)
 Center-of-Mass det. time= 6.5 min (730.1 - 723.5)

#	Invert	Avail.Storage	Storage Description
1	456.00'	76,115 cf	Custom Stage Data (Prismatic) Listed below

Elevation (feet)	Surf.Area (sq-ft)	Inc.Store (cubic-feet)	Cum.Store (cubic-feet)
456.00	2,000	0	0
458.00	4,100	6,100	6,100
460.00	8,570	12,670	18,770
462.00	10,690	19,260	38,030
465.00	14,700	38,085	76,115

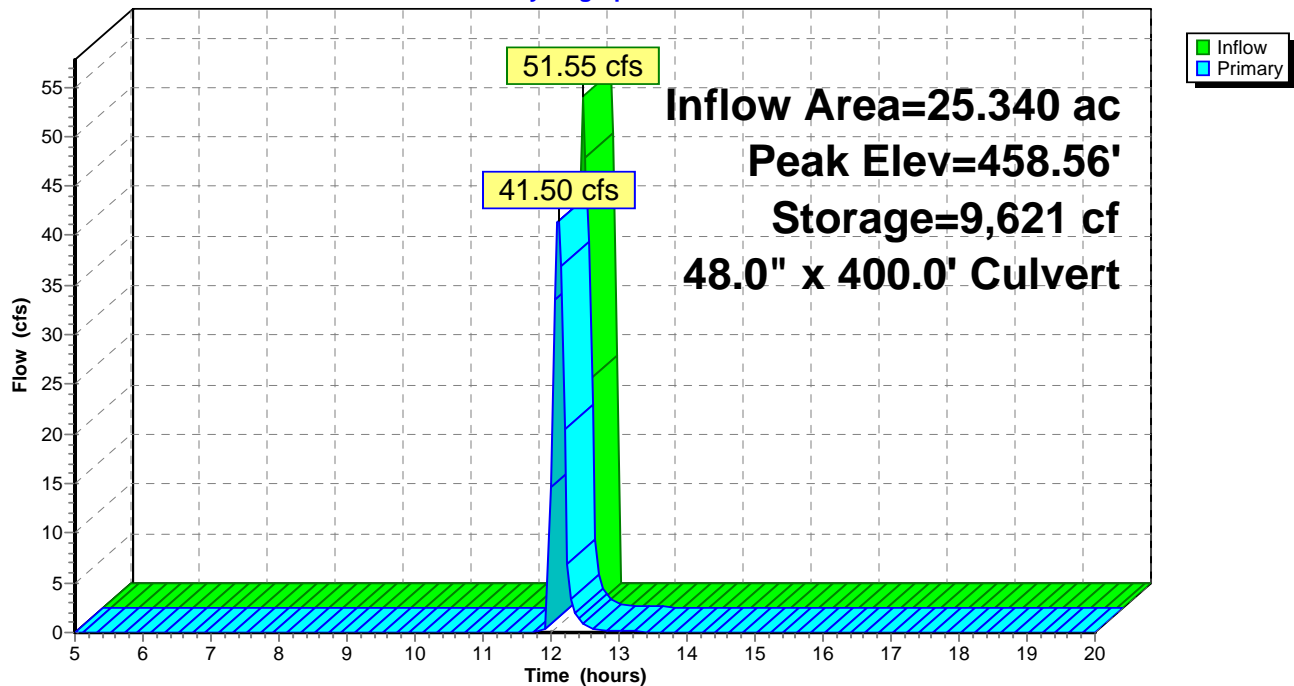
#	Routing	Invert	Outlet Devices
1	Primary	456.00'	48.0" x 400.0' long Culvert Ke= 0.200 Outlet Invert= 450.00' S= 0.0150 '/' n= 0.025 Cc= 0.900

Primary OutFlow Max=40.77 cfs @ 12.11 hrs HW=458.53' (Free Discharge)

↑**1=Culvert** (Barrel Controls 40.77 cfs @ 6.9 fps)

Pond 6P: Sed Pond 8

Hydrograph



Sonoma Compost

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Type II 24-hr Rainfall=5.00"

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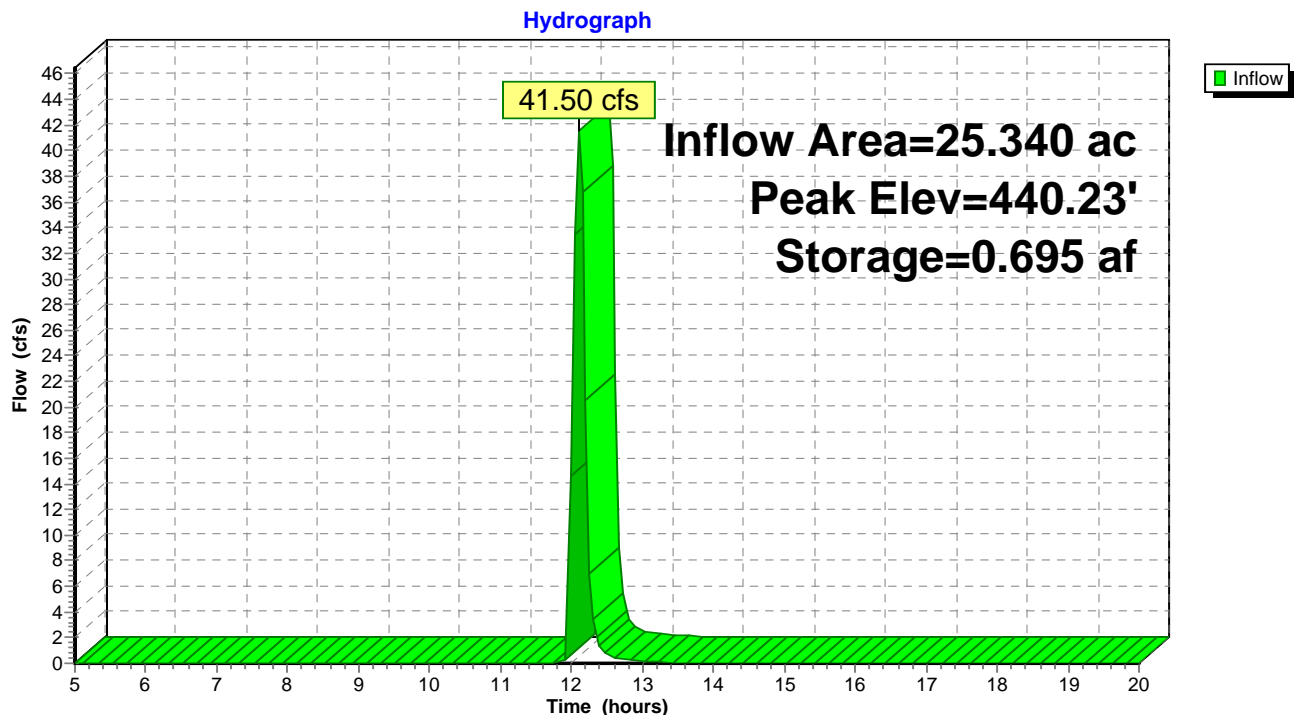
Pond 7P: Needed Storage

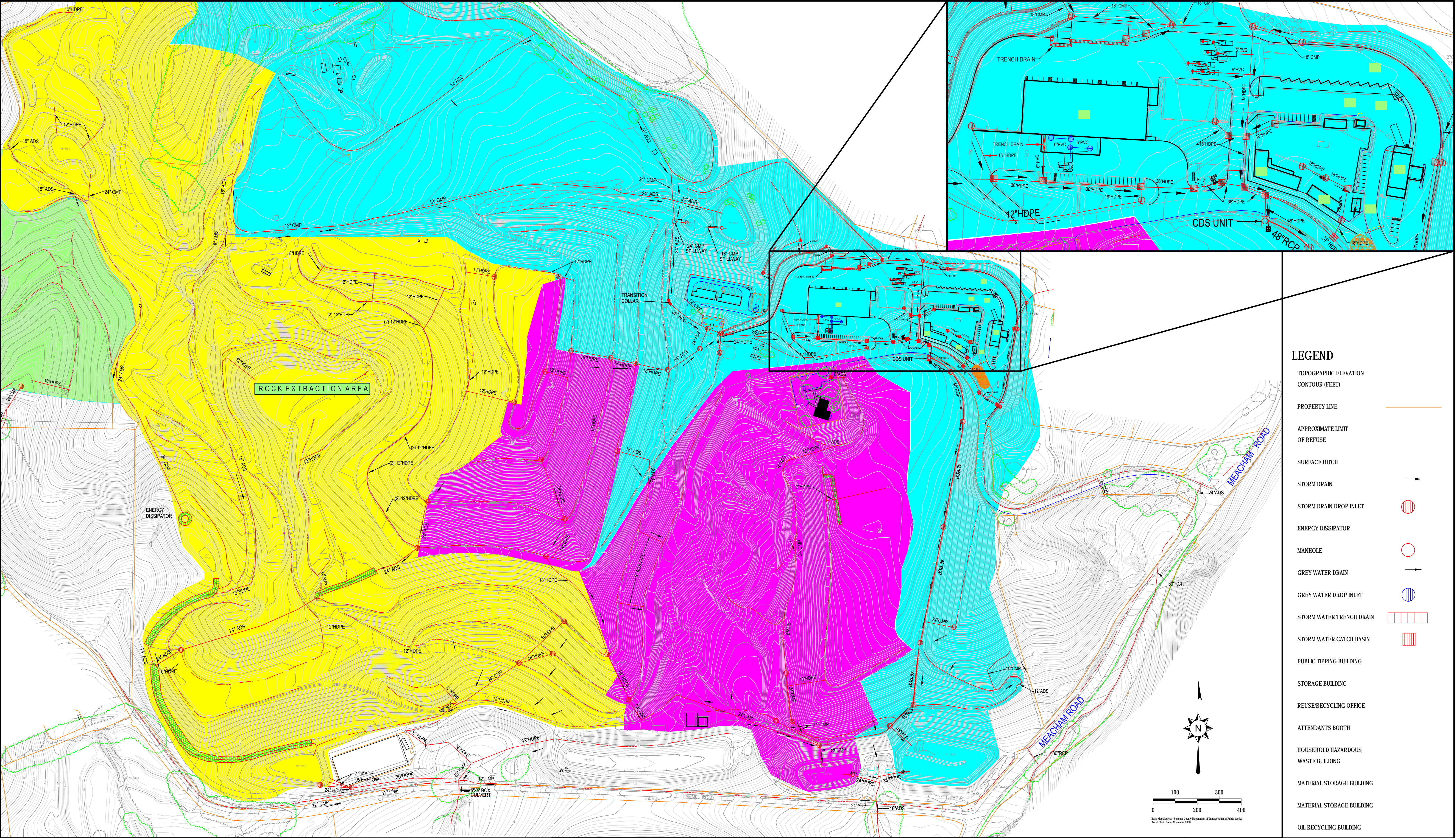
Inflow Area = 25.340 ac, Inflow Depth = 0.33"
Inflow = 41.50 cfs @ 12.11 hrs, Volume= 0.695 af
Outflow = 0.00 cfs @ 5.00 hrs, Volume= 0.000 af, Atten= 100%, Lag= 0.0 min

Routing by Stor-Ind method, Time Span= 5.00-20.00 hrs, dt= 0.05 hrs
Peak Elev= 440.23' @ 20.00 hrs Surf.Area= 2.093 ac Storage= 0.695 af
Plug-Flow detention time= (not calculated)
Center-of-Mass det. time= (not calculated)

#	Invert	Avail.Storage	Storage Description
1	440.00'	40.000 af	Custom Stage Data (Prismatic) Listed below
Elevation (feet)	Surf.Area (acres)	Inc.Store (acre-feet)	Cum.Store (acre-feet)
440.00	2.000	0.000	0.000
445.00	4.000	15.000	15.000
450.00	6.000	25.000	40.000

Pond 7P: Needed Storage





DESIGNED UNDER THE SUPERVISION OF				CIVIL ENGINEER, LICENSE EXPIRES:				AS BUILT INFORMATION TO BE COMPLETED AFTER CONSTRUCTION				DATE	REVISION	BY	APPROVED	COUNTY OF SONOMA DEPARTMENT OF TRANSPORTATION & PUBLIC WORKS PHILLIP M. DEMERY, DIRECTOR				SITE DRAINAGE MAP			
DESIGN		CHECKED						CONSTRUCTION COMPLETED:								BUDGET NUMBER	FISCAL YEAR	SHEET NUMBER	TOTAL SHEETS	LOCATION:	CENTRAL SITE	FIGURE:	4
DRAWING								AS BUILT DRAWINGS BY:												DATE:	MARCH 2011	SCALE:	AS SHOWN