

May 13, 2014

Mr. Henry J. Mikus
Executive Director
Sonoma County Waste Management Agency
2300 County Center Drive, Suite B100
Santa Rosa, CA 95403

Re: Evaluation of Current Activities and Service Delivery Options

Dear Mr. Mikus:

R3 Consulting Group Inc. (R3) was engaged by the Sonoma County Waste Management Agency (Agency) to provide an evaluation of current activities and service delivery options. This letter report presents the results of our evaluation.

Summary Findings

- The Agency's current surcharge of \$5.95 on solid waste tons disposed at the Central Disposal Site is equivalent to an annual expenditure of approximately \$4.59 per capita.
- Based on our review, it does not appear that the Member Jurisdictions could realize an overall net cost savings by pursuing alternative services to the four core programs provided by the Agency.
- On an individual basis, the Agency's current programs appear to be more cost effective than the identified alternatives in almost all cases, specifically:

- **Composting/Organics** – The current per ton fees for composting charged at the Central Compost site (including transfer costs) are lower than 4 of the 6 alternative compost sites that could accept Member Jurisdictions' compostable materials.

All Member Jurisdictions would incur higher costs to direct compostable materials to identified alternative compost facilities due to farther transfer distances, higher tip fees, or and/or longer travel distances for packer trucks.

The existing Composting/Organics program offers a regional composting solution that provides free compost and mulch products back to the Member Jurisdictions at no additional cost to the Member Jurisdictions.

While the Composting/Organics program is not essential to public health and safety, it is required in order to meet State mandates regarding diversion of materials from landfill.

- **Household Hazardous Waste (HHW)** – The Agency's current cost per HHW participant is approximately \$66.29 per user and includes both use of a staffed drop-off site and on-call collection.

Siting a new HHW drop-off site could take several years at a substantial cost and would likely require some form of interagency cost sharing agreement if more than one Member Jurisdiction directs HHW to the site.

Arranging for alternative HHW collection on-call services would incur estimated costs of approximately \$120 per pickup, which represents an 81% increase over the Agency's current cost per user.

Maintaining an HHW collection program is essential to public health and safety, and is required by law as part of each Jurisdiction's Household Hazardous Waste Element (HHWE) filed with CalRecycle.

- **Education and Outreach** – Eliminating the Agency's Education and Outreach program may have an adverse effect on the quality of the Agency's other core programs and may result in a loss of regional educational consistency.

The cities of Santa Rosa and Petaluma could feasibly provide for Education and Outreach services using existing staff / franchised hauler resources at a reduced cost. However, this may result in a loss of regional education uniformity. Other Member Jurisdictions do not have the existing staff resources to support expanded Education and Outreach efforts, and would have to rely on their franchised haulers for these services.

The Agency's Education and Outreach efforts are not essential to public health and safety, and appear to be in addition to the amount of outreach required in each Member Jurisdiction's Source Reduction and Recycling Element (SRRE) (each Member Jurisdiction currently also has separate individual education efforts).

- **Planning and Reporting** – The Agency's current regional Planning and Reporting function appears to be very cost-effective.

If any jurisdictions were to opt out of the current regional reporting agency (as recognized by CalRecycle), all Member Jurisdictions would incur additional costs in order to complete required new "base year" waste generation studies, and additional waste tracking methods would need to be implemented to support the change.

The cities of Santa Rosa and Petaluma could feasibly provide their own Planning and Reporting using existing City staff.

The Agency's Planning and Reporting function is not essential to public health and safety, but is required for compliance with CalRecycle planning and reporting requirements.

- The Agency's current surcharge structure would need to be revised in the event of any programmatic changes, or in the event that any Member Jurisdictions choose to pursue alternative programs to those provided by the Agency.
- Due to the Agency's current surcharge structure, certain Member Jurisdictions receive greater value out of their membership in the Agency than others. For example, Member Jurisdictions located farther from the Central Disposal site receive less benefit from the Agency's Household Hazardous Waste (HHW) programs.
- Essentially, Member Jurisdictions which dispose more tons do not necessarily receive a greater level of service from the Agency's four core programs. Therefore, R3 recommends that the Agency and Member Jurisdictions explore alternative surcharge structures to provide more even benefits to all Member Jurisdictions.
- R3 recommends that the Agency (and Member Jurisdictions) continue to provide the Agency's current four core services on a regional basis.

Background

The Sonoma County Waste Management Agency (Agency) was formed in 1992 as a Joint Powers Authority (JPA) in response to the Integrated Waste Management Act of 1989 (AB 939). The Agency is comprised of the following 10 local governments (Member Jurisdictions):

- 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;
- Town of Windsor; and
- County of Sonoma.

The Agency currently provides four core services to its Member Jurisdictions, including:

- **Composting/Organics** – The Agency processes approximately 100,000 tons of wood waste, yard waste and organics per year at the Central Compost Site.
- **Household Hazardous Waste (HHW)** – The Agency provides programs for the collection and disposal of toxic materials, chemicals, E-Waste, and used oil products.
- **Education and Outreach** – The Agency produces an annual “Recycling Guide” and helps to coordinate County-wide educational efforts, among other things.
- **Planning and Reporting** – The Agency completes all required planning and reporting documents for submission to CalRecycle on behalf of all the Member Jurisdictions.

The Agency’s Composting/Organics processing program is funded by yard waste and wood waste tipping fees charged at the Central Compost Site, while the other three programs are funded through the Agency’s surcharge of \$5.95 per ton of solid waste disposed at the Central Disposal Site. A small amount of additional funding is received through contract revenues and grants.

The Agency has six full time employee positions, including:

- One Executive Director;
- One Department Analyst;
- One Senior Office Assistant; and
- Three Waste Management Specialists – one responsible for the Composting/Organics program and Planning and Reporting, one responsible for the HHW program, and one responsible for directing Education and Outreach work.

Limitations

R3’s evaluation of current activities and service delivery options is intended to provide the Agency with a planning-level evaluation of the Agency’s core services and the potential for alternatives to those services. Our evaluation is based on financial information provided by the Agency, as well as additional information gathered from internet research and R3’s knowledge of industry practices and market conditions. Our evaluation does not include:

- Review of Agency management structure, management practices, or reasonableness of staffing levels;
- Review of Agency operational standards and/or Agency Board Rules of Governance;
- Review of the reasonableness of Agency and/or County administrative costs;
- Analysis of changes in Agency costs due to:
 - One or more Member Jurisdictions choosing to opt out of their Agency membership; or
 - One or more Member Jurisdictions choosing to not participate in individual Agency programs.

Evaluation of Current Activities and Alternatives

Composting/Organics

Current Activities

The Central Compost Site is the only permitted large capacity compost facility within Sonoma County, with a maximum permitted capacity of 612 tons per day (tpd) and average throughput of approximately 300 tons per day. The site processes approximately 100,000 tons of wood waste, yard waste and organics per year. The Central Compost Site is owned by Sonoma County, with supervision of operations provided through the Agency. The Agency in turn contracts with Sonoma Compost Company for operation of the facility. Accordingly, while the Central Compost Site property is owned by Sonoma County, the County does not have any direct control over the site's operations.

The Composting/Organics processing operations at the Central Compost Site are funded by compostable materials tipping fees paid by program customers and by revenue shared between the Agency and its contractor, Sonoma Compost Company. The current yard waste tipping fee at the Central Disposal Site is \$34.10 per ton (transfer stations charge \$36.20 per ton), which is roughly 1/3 of the solid waste tipping fee at the Central Disposal Site, and the current wood waste tipping fee is \$27.60 per ton (transfer stations charge \$29.70). The Composting/Organics program does not receive any funding from the Agency's \$5.95 per ton surcharge on solid waste tons.

Table 1 below provides the total wood waste and yard waste tons delivered to the Central Compost Site by customers within each Member Jurisdiction in FY 2012-13. *The total tipping fee revenues shown in Table 1 below do not include the additional \$2.10 per ton charged for tons delivered through transfer stations (applies to tons originating from Cloverdale, Healdsburg, Sonoma City, Windsor, and parts of Sonoma County).*

TABLE 1
FY 2012-13 Organics Tipping Fee Revenue

Member Jurisdiction	Wood Waste (\$27.60/ton)		Green Waste (\$34.10/ton)		Overall Tons	Overall Tipping Fees
	Tons	Tipping Fees	Tons	Tipping Fees		
Cloverdale	96	\$2,654	1,515	\$51,646	1,611	\$54,300
Cotati	92	\$2,551	1,228	\$41,870	1,320	\$44,421
Healdsburg	478	\$13,198	3,814	\$130,064	4,292	\$143,263
Petaluma	514	\$14,192	12,516	\$426,797	13,030	\$440,989
Rohnert Park	133	\$3,667	5,930	\$202,209	6,063	\$205,876
Santa Rosa	1,641	\$45,283	25,012	\$852,911	26,653	\$898,194
Sebastopol	222	\$6,121	2,368	\$80,744	2,590	\$86,865
Sonoma	685	\$18,906	6,111	\$208,391	6,796	\$227,297
Sonoma County	1,296	\$35,775	27,702	\$944,624	28,998	\$980,398
Windsor	262	\$7,240	5,617	\$191,545	5,879	\$198,785
Total	5,420	\$149,586	91,812	\$3,130,801	97,232	\$3,280,387

In addition to overseeing the operations of the Composting/Organics processing operations, the Agency also offers free compost and mulch products to the Member Jurisdictions. The value of free mulch and compost allocated to Member Jurisdictions in FY 2012-13 is shown in Table 2 below.

TABLE 2
FY 2012-13 Free Compost and Mulch by Member Jurisdiction¹

Member Jurisdiction	Value of Free Compost and Mulch*	% of Total
Cloverdale	\$ 1,067	2%
Cotati	\$ 888	1%
Healdsburg	\$ 3,031	5%
Petaluma	\$ 8,447	13%
Rohnert Park	\$ 3,836	6%
Santa Rosa	\$ 17,729	28%
Sebastopol	\$ 1,778	3%
Sonoma	\$ 4,755	7%
Sonoma County	\$ 18,890	29%
Windsor	\$ 3,817	6%
Total	\$ 64,238	100%

* This column does not include an additional estimated \$326,000 in financial benefits received by Santa Rosa and its regional Laguna Wastewater Treatment Plant partners.

¹ Figures based on data provided by the Agency. Member Jurisdiction allocations are based on % of incoming tons at Central Compost Site, using costs of \$7.25 per ton for mulch and \$12.00 per ton for compost.

In addition, the Agency reported that it provides approximately 10,000 tons of ground yard debris free of charge each year to the Laguna Wastewater Treatment Plant in Santa Rosa. Since the Agency pays Sonoma Compost Company to process this material, the Laguna Wastewater Treatment Plant in Santa Rosa receives an approximate value of \$326,000² in avoided costs by not having to purchase an equivalent amount of ground yard debris.

Potential Alternatives

Existing compostable materials processing capacity in the surrounding area is limited. The Agency’s Central Compost Site is the only existing large-volume composting facility in Sonoma County and the next closest composting facility is the Redwood Landfill, which currently has a higher tipping fee and lower maximum permitted throughput than the Central Compost Site. Table 3 below provides a comparison of green waste / yard waste tipping fees in the surrounding area.

**TABLE 3
 Tipping Fee Comparison**

Compost Site	Greenwaste Rate (per ton)	Miles from Central Disposal Site	Maximum Throughput (tons per day)
Cold Creek Compost*	\$ 26.67	70	400
Jepson Prairie Organics	\$ 32.75	73	750
Napa Garbage Service	\$ 38.00	36	200
Redwood Landfill	\$ 40.00	16	170
WCC Organics*	\$ 117.02	41	1,134
Potrero Hills Compost	\$ 53.00	56	320
Central Compost Site	\$ 34.10	-	300

*Calculated by converting cubic yard charge to tons.

As shown, only two facilities (Cold Creek Compost and Jepson Prairie Organics) have tipping fees that are less than the Central Compost Site, and both of those facilities are over 65 miles away from the Central Compost Site. However, it should be noted that the Cold Creek Compost facility is somewhat closer to the Healdsburg Transfer Station and may be a feasible compost delivery option for Member Jurisdictions that utilize that transfer station. The Redwood Landfill facility is also a notable alternative due to its close proximity to the Central Compost Site (approximately 16 miles away). Therefore, it appears that the two most potentially favorable alternative compost facilities would be: (1) Redwood Landfill, due to its close proximity to the current Central Compost Site; and (2) Cold Creek Compost, due to the fact that it is the closest facility with a tipping fee lower than that of the Central Compost Site.

Table 4 below provides the distance from each Member Jurisdiction (or the Transfer Station it utilizes) to the Central Compost Site, as well as the distance to the Redwood Landfill and the Cold Creek Compost facility. As shown, Petaluma and Sonoma (City) are actually slightly closer to the

² Per the Agency, at a wholesale price of \$7.25 per cubic yard and a conversion factor of 4.5 cubic yards per ton.

Redwood Landfill. The Cold Creek Compost facility represents a significant additional distance for all Member Jurisdictions.

TABLE 4
Distance to Central Compost Site and Alternative Facilities

Member Jurisdiction	Transportation Method	Distance to Central Compost Site (miles)*	Distance to Redwood Landfill (miles)		Distance to Cold Creek Compost (miles)	
			Total Distance	Additional Distance	Total Distance	Additional Distance
Cloverdale	Healdsburg Transfer	31	42	11	54	23
Cotati	Direct-haul	4	15	11	80	76
Healdsburg	Healdsburg Transfer	31	42	11	54	23
Petaluma	Direct-haul	9	8	-1	89	80
Rohnert Park	Direct-haul	5	17	12	79	74
Santa Rosa	Direct-haul	12	23	11	72	60
Sebastopol	Direct-haul	10	24	14	79	69
Sonoma	Sonoma Transfer	22	18	-4	100	78
Sonoma County	Various	14	25	11	70	56
Windsor	Healdsburg Transfer	31	42	11	54	23

* Distance measured from Transfer Station of origin for jurisdictions which utilize a Transfer Station, and distance measured from City Hall (or equivalent) for Jurisdictions which direct-haul materials to the Central Compost Site. Distance measured from General Services office for Sonoma County.

Tables 5 and 6 below provide the estimated additional costs required to utilize the Redwood Landfill and Cold Creek Compost facility, respectively. These estimates are based on:

- The FY 2012-13 overall organics tonnages for each Member Jurisdiction;
- The additional travel distance determined in Table 4 above;
- The difference in tipping fees as shown in Table 3 above; and
- An estimated additional travel cost of \$0.40 per ton-mile.

TABLE 5
Estimated Additional Costs to Use Redwood Landfill Compost Facility

Member Jurisdiction	Overall Organics Tons	Addl. Distance to Redwood Landfill (miles)	Additional Transfer Cost (at \$0.40 per ton-mile)	Additional Tipping Fee Cost*	Total Additional Cost
Cloverdale	1,611	11	\$ 7,087	\$ 9,503	\$ 16,590
Cotati	1,320	11	\$ 5,809	\$ 7,790	\$ 13,599
Healdsburg	4,292	11	\$ 18,887	\$ 25,325	\$ 44,212
Petaluma	13,030	-1	\$ (6,255)	\$ 76,878	\$ 70,624
Rohnert Park	6,063	12	\$ 28,131	\$ 35,770	\$ 63,901
Santa Rosa	26,653	11	\$ 115,140	\$ 157,251	\$ 272,391
Sebastopol	2,590	14	\$ 14,709	\$ 15,279	\$ 29,988
Sonoma	6,796	-4	\$ (10,874)	\$ 40,097	\$ 29,224
Sonoma County	28,998	11	\$ 129,910	\$ 171,087	\$ 300,997
Windsor	5,879	11	\$ 25,870	\$ 34,689	\$ 60,559
Total	97,232	N/A	\$ 328,414	\$ 573,670	\$ 902,084

*Based on overall organics tons and difference in per-ton green waste tipping fees.

TABLE 6
Estimated Additional Cost to Use Cold Creek Compost Facility

Member Jurisdiction	Overall Organics Tons	Addl. Distance to Cold Creek Compost (miles)	Additional Transfer Cost (at \$0.40 per ton-mile)	Additional Tipping Fee Cost*	Total Additional Cost
Cloverdale	1,611	23	\$ 14,818	\$ (11,967)	\$ 2,851
Cotati	1,320	76	\$ 40,137	\$ (9,810)	\$ 30,327
Healdsburg	4,292	23	\$ 39,490	\$ (31,893)	\$ 7,598
Petaluma	13,030	80	\$ 415,925	\$ (96,815)	\$ 319,111
Rohnert Park	6,063	74	\$ 178,487	\$ (45,046)	\$ 133,441
Santa Rosa	26,653	60	\$ 637,533	\$ (198,030)	\$ 439,504
Sebastopol	2,590	69	\$ 71,682	\$ (19,241)	\$ 52,440
Sonoma	6,796	78	\$ 212,041	\$ (50,496)	\$ 161,545
Sonoma County	28,998	56	\$ 651,869	\$ (215,453)	\$ 436,416
Windsor	5,879	23	\$ 54,091	\$ (43,685)	\$ 10,407
Total	97,232	N/A	\$ 2,316,074	\$ (722,435)	\$ 1,593,639

*Based on overall organics tons and difference in per-ton green waste tipping fees.

As shown in Table 5, it is projected that customers from all Member Jurisdictions would incur additional costs as a result of utilizing the Redwood Landfill as a composting alternative, due mainly to additional costs incurred from increased tipping fees.

As shown in Table 6, it is projected that customers from all Member Jurisdictions would incur additional costs as a result of utilizing the Cold Creek Compost facility as a composting alternative, due mainly to increased transfer costs.

In addition, it should be noted that the Redwood Landfill has a maximum permitted capacity of only 170 tons per day for compostable materials, as compared to the Central Compost Site's maximum permitted capacity of 612 tons per day and average daily throughput of approximately 300 tons. This means that the Redwood Landfill's current composting operations would not be able to accept the overall compost tonnage from all 10 Member Jurisdictions, based on the Redwood Landfill's current permitted daily capacity.

Our review of alternative compost facilities also noted the following with regards to maximum daily facility throughput:

- The closest active compost facility with a permitted daily throughput that is equal or greater to the Central Compost Site (300 average daily throughput tons) is the Potrero Hills Composting Facility in Suisun City. This facility is located approximately 56 miles from the Central Disposal Site, and has a maximum permitted throughput of 320 tons per day and a tipping fee of \$53.00 per ton, which is much higher than the Central Compost Site's current tipping fee of \$34.10.
- The compost facility in the surrounding area with the largest daily capacity is the Jepson Prairie Organic Composting Facility at Hay Road in Vacaville. This facility has a maximum permitted throughput of 750 tons per day, and is located approximately 73 miles from the

Central Disposal Site. The Jepson Prairie facility has a tipping fee of \$32.75, which is slightly lower than the Central Compost Site's current tipping fee of \$34.10.

It should also be noted that, in the event that an alternative composting site were to be utilized, Member Jurisdictions may be required to modify their exclusive garbage haulers' franchise agreements in order to allow for delivery of materials to an alternate facility.

Findings

The Central Compost Site represents a County-wide composting solution and is favorably located for the majority of Member Jurisdictions. Based on our review, R3 believes that the use of alternative composting facilities is not a favorable option for Member Jurisdictions, with the possible exception of Member Jurisdictions that utilize the Healdsburg Transfer Station, which may be able to utilize the Cold Creek Compost facility in Mendocino County at a reduced cost. All other Member Jurisdictions would require additional funding to cover increased tipping fees and/or transfer distances in order to utilize any out-of-County compost sites. Specifically, the Member Jurisdictions' franchised hauler costs would increase as a result of:

- Increased cost required to use transfer stations / transfer vehicles; and
- (Potential) increased organics/compostable material tipping fees.

In addition, the Member Jurisdictions' current participation in the Agency's Composting/Organics program grants them the added value of receiving compost and mulch products free of charge.

Assigning the operations of the Central Compost Site to an alternative operator (i.e., an operator other than Sonoma Compost) would require a competitive bidding process and may require a "flow control" agreement with the Member Jurisdictions in order to guarantee that a certain quantity of organics tonnage is consistently delivered to the facility. It is unlikely that such a competitive process would result in lower organics tipping fees, as the Central Compost Site already has one of the lower tipping fees in the region. Therefore, procuring an alternative operator, or changing the current owner/operator/management relationship of the Central Compost Site, would most likely not result in any significant cost reduction.

Household Hazardous Waste (HHW)

Current Activities

The Agency operates a Toxics Collection Facility at the Central Disposal Site through Clean Harbors Environmental Services, and conducts weekly Community Toxic Collection Events and monthly Community E-Waste Collection Events. In addition, the Agency partners with two used oil collection locations, and offers a "Toxic Rover" on-call pickup program. Member Jurisdiction residents and business dispose of HHW materials through these services free of charge, with the exception of the Toxic Rover service which has a fee of \$50 per pickup (or free for seniors over 80 and housebound residents). In FY 2012-13, over 24,000 residents/businesses participated in the Agency's HHW programs by using the Toxics Collection Facility and related programs.

The Agency's actual HHW program costs (including related Agency administrative expenses) allocated to each Member Jurisdiction for FY 2012-13 are provided in Table 7, and participation levels by Member Jurisdiction are provided in Table 8.

TABLE 7
FY 2012-13 HHW Program Costs by Member Jurisdiction³

Member Jurisdiction	Agency HHW Program Costs	% of Total
Cloverdale	\$ 14,650	1%
Cotati	\$ 53,495	3%
Healdsburg	\$ 30,029	2%
Petaluma	\$ 359,084	23%
Rohnert Park	\$ 132,908	8%
Santa Rosa	\$ 513,205	32%
Sebastopol	\$ 191,640	12%
Sonoma	\$ 58,466	4%
Sonoma County	\$ 189,717	12%
Windsor	\$ 49,849	3%
Total	\$ 1,593,043	100%

TABLE 8
FY 2012-13 HHW Program Participation

Member Jurisdiction	HHW Participants	% of Total	Population (2010 Census)	Participation Rate*
Cloverdale	221	1%	8,618	3%
Cotati	807	3%	7,265	11%
Healdsburg	453	2%	11,254	4%
Petaluma	5,417	23%	57,941	9%
Rohnert Park	2,005	8%	40,971	5%
Santa Rosa	7,742	32%	167,815	5%
Sebastopol	2,891	12%	7,379	39%
Sonoma	882	4%	10,648	8%
Sonoma County	2,862	12%	145,186	2%
Windsor	752	3%	26,801	3%
Total	24,032	100%	483,878	5%

* Participation Rate = HHW Participants divided by Population (2010 Census)

³ Actual expense total for FY 12-13 (as shown in most recent Agency budget) including associated Agency administrative expenses, allocated to Member Jurisdictions based on % of total HHW program users in each jurisdiction (as provided by Agency).

As shown, the Agency's HHW program costs vary by Jurisdiction, based on the number of actual HHW program participants. Of the total Agency HHW program costs provided in Table 7, approximately \$1.1 million (69%) are costs associated with HHW contract services (Clean Harbors Environmental Services), while the remaining costs represent Agency administrative and office expenses.

As shown in Table 8, Member Jurisdictions that are closer in proximity to the Toxics Collection Facility generally have higher rates of HHW program participation. Specifically, the City of Cloverdale, Town of Windsor and unincorporated Sonoma County have the lowest participation rates, with approximately 3%. The City of Sebastopol has the highest HHW participation rate at 39%. The Member Jurisdiction with the next highest participation rate is the City of Cotati, with a rate 11%.⁴

Based on the total HHW costs of \$1,593,043 and total participants of 24,032, the Agency's HHW program cost for FY 2012-13 was approximately \$66.29 per user, which includes Agency administrative expenses related to the HHW program. Not including Agency administrative expenses (i.e., including only the cost of HHW contract services), the calculated cost for FY 2012-13 would be approximately \$45.49 per user.

However, because the HHW program is funded primarily through the Agency's \$5.95 per ton surcharge collected at the Central Disposal site, Member Jurisdictions do not pay any more or less based on their level of HHW participation. Therefore, the Member Jurisdictions located closer to the Toxics Collection Facility essentially receive greater value from the HHW program than Member Jurisdictions located farther from the facility, due to their increased levels of participation.

Potential Alternatives

The majority of Jurisdictions contacted by R3 did not express interest in assuming responsibility for their own local HHW collection programs.

The Cities of Santa Rosa and Petaluma, however, did express interest in exploring alternative HHW program possibilities, such as: (1) having the City contract directly for HHW services with a vendor; (2) contracting for HHW services through their franchised hauler; or (3) forming a working group with other local Jurisdictions to arrange for HHW services. While these options are feasible, R3 does not believe that the same level of HHW services could realistically be provided at a lower cost than that currently provided by the Agency.

The current market cost for HHW collection using a third-party vendor is approximately \$120 per pickup, which is 81% greater than the Agency's current cost of \$66.29 per user. Table 9 below provides the estimated HHW cost to each Member Jurisdiction, assuming a number of pickups equal to current overall participation levels at \$120 per pickup using a third-party vendor.

⁴ Participation Rate = HHW Participants divided by Population (2010 Census).

TABLE 9
Estimated Annual HHW Costs at \$120 per Pickup

Member Jurisdiction	Current Agency HHW Program Costs	HHW Costs at \$120 per Pickup	% of Total
Cloverdale	\$ 14,650	\$ 26,520	1%
Cotati	\$ 53,495	\$ 96,840	3%
Healdsburg	\$ 30,029	\$ 54,360	2%
Petaluma	\$ 359,084	\$ 650,040	23%
Rohnert Park	\$ 132,908	\$ 240,600	8%
Santa Rosa	\$ 513,205	\$ 929,040	32%
Sebastopol	\$ 191,640	\$ 346,920	12%
Sonoma	\$ 58,466	\$ 105,840	4%
Sonoma County	\$ 189,717	\$ 343,440	12%
Windsor	\$ 49,849	\$ 90,240	3%
Total	\$ 1,593,043	\$ 2,883,840	100%

As shown, at a rate of \$120 per pickup and assuming current levels of participation, the City of Santa Rosa's HHW collections would require total annual funding of approximately \$929,000, as compared to the Agency's current HHW program costs of approximately \$513,000 for the City of Santa Rosa. Similarly, the City of Petaluma's HHW collections would require total funding of approximately \$650,000 at a rate of \$120 per pickup, as compared to the Agency's current HHW program costs of approximately \$359,000 for the City of Petaluma.

It should also be noted that, unless a new HHW collections facility was sited and built by one of the Member Jurisdictions, residents and businesses would experience a significant loss of convenience due to a reduction in HHW collection service options. As stated previously, the Agency currently offers the following HHW processing options:

- Drop-offs at collection facility;
- Weekly toxic collection events and monthly E-Waste collection events; and
- On-call "Toxic Rover" pickups.

In order to offer the same level of service which the Agency currently provides, Member Jurisdictions would be required to site and build a new HHW collections facility, and contract with their franchised garbage haulers to provide periodic local collection events. Because the franchised haulers are not licensed to collect HHW, the haulers would have to in turn contract with a third-party vendor to provide the services.

A new HHW drop-off facility could easily require three or more years to establish, and would require substantial funding from rate payers in order to provide for facility siting, environmental review and construction. As an example, the City of Elk Grove (approximately 8% less in population size compared to Santa Rosa) recently established an HHW facility over the course of approximately four years at a total cost of \$4.6 million. This requires ratepayer funding of an approximately \$1.26

per month rate increase. Elk Grove will charge \$75.00 per occurrence for non-Elk Grove residents that use the center.

Findings

The Agency's HHW collection program provides multiple service options for residents and businesses at relatively low cost per user. If any of the Member Jurisdictions were to contract for HHW services through their franchised hauler or an outside vendor, costs would be expected to increase significantly and residents and businesses would lose the additional convenience of having a local drop-off facility and periodic collection events.

It appears that Member Jurisdictions located closer to the Agency's Toxics Collection Facility have higher participation rates in the HHW program, and as such the Agency should explore the possibility of establishing a satellite HHW collection facility in the northern area of the County so that Member Jurisdictions benefit more equally from this program. However, it should be noted that the Agency may incur significant additional costs in establishing a satellite HHW facility, and additional costs may be required in the event that Member Jurisdictions are required to update their Household Hazardous Waste Element (HHWE) planning documents.

Education and Outreach

Current Activities

Education and outreach programs provided by the Agency include:

- Organizing and coordinating County-wide education efforts;
- Publishing an annual "Recycling Guide";
- Maintaining the Agency's website at www.recyclenow.org;
- Answering questions via the "Eco-desk" telephone and email address;
- Attending and staffing booths at local events such as fairs, symposiums, farmers' markets and conferences;
- Home composting education by UC Cooperative Extension;
- Used Motor Oil/Filter Recycling education;
- Spanish Language Outreach (all Agency education programs have English and Spanish language components); and
- Mandatory Commercial Outreach (MCR) program – includes database that lists the commercial entities in Sonoma County subject to State recycling requirements.

The Agency's actual Education and Outreach program costs allocated to each Member Jurisdiction for FY 2012-13 are provided in Table 10 below.

TABLE 10
FY 2012-13 Education and Outreach Program Costs by Member Jurisdiction⁵

Member Jurisdiction	Agency Education & Outreach Program Costs	% of Total
Cloverdale	\$ 12,817	4%
Cotati	\$ 3,825	1%
Healdsburg	\$ 14,135	4%
Petaluma	\$ 37,877	11%
Rohnert Park	\$ 29,710	9%
Santa Rosa	\$ 152,021	45%
Sebastopol	\$ 21,642	6%
Sonoma	\$ 29,188	9%
Sonoma County	\$ 22,939	7%
Windsor	\$ 13,439	4%
Total	\$ 337,594	100%

As shown, the Agency's Education and Outreach function required a total of \$337,594 in program costs in FY 2012-13. This total includes all educational materials and associated Agency administrative costs (staff time). A breakdown of the total \$337,594 in Agency Education and Outreach program costs is provided in Table 11 below.

⁵ Actual expense total for FY 12-13 (as shown in most recent Agency budget) including associated Agency administrative expenses, allocated to Member Jurisdictions based on % of total Recycling Guide, Eco-desk, web, and events services in each Member Jurisdiction.

**TABLE 11
 FY 2012-13 Education and Outreach Program Cost Breakdown**

Description	Cost	% of Total
Communication Charges	\$540	0%
Liability Insurance	\$1,292	0%
PG&E Grant Expenditures	\$42,067	12%
Office Expenses ¹	\$15,149	4%
MCR Program Staffing	\$28,556	8%
County Services	\$3,566	1%
Contract Services ²	\$20,438	6%
Admin Costs ³	\$187,206	55%
Legal Services	\$23,454	7%
Accounting Charges	\$1,832	1%
Annual Audit Cost	\$3,000	1%
Building/Booth Rentals	\$8,243	2%
ISD (Computer) Charges	\$1,797	1%
Computer Replacement Fund Allocation	\$454	0%
Total	\$337,594	100%

¹ Includes expenses shared with other Agency programs.

² Includes Recycle Guide cover art, proofreading, inclusion in Yellow Pages, and Spanish language outreach agreement with C2 Alternatives.

³ Includes one Agency Education Program Manager, event staffing, and non-Agency County staff time billed to the Agency by Sonoma County.

Potential Alternatives

The majority of Jurisdictions contacted by R3 did not express interest in assuming responsibility for additional Education and Outreach programs. The Cities of Petaluma and Santa Rosa, however, did express interest in considering additional Education and Outreach functions using City staff and their franchised hauler for assistance.

If Member Jurisdictions were to provide for alternative education and outreach services through their franchised haulers, this may result in a loss of consistency in County-wide education efforts. In addition, residents and businesses would no longer have access to the Agency’s annual Recycling Guide, and would not be able to contact the Agency’s “Eco-Desk” telephone number or email address.

To comply with State mandate AB 341 (Mandatory Multi-Family and Commercial Recycling), Member Jurisdictions would be required to develop a system for ongoing monitoring of recycling participation among multi-family residences and businesses. As stated above, the Agency currently provides this monitoring service in the form of a Mandatory Commercial Outreach database that lists the commercial entities in Sonoma County subject to State recycling requirements.

The City of Sonoma may be the most susceptible to losses of educational consistency, as a result of having a unique franchised hauler that is not part of the Ratto Group of Companies, which provides franchised collection services to the other Member Jurisdictions.

Findings

The Agency's Education and Outreach services provide regional uniformity in terms of recycling and waste reduction efforts. For the larger Member Jurisdictions such as Santa Rosa and Petaluma, it is feasible that the Agency's current Education and Outreach services could be provided cost-effectively using a combination of City staff and franchised hauler assistance. However, it does not appear that any of the other Member Jurisdictions have existing staff resources to support expanded Education and Outreach efforts.

Planning and Reporting

Current Activities

The Agency currently completes all required planning and reporting documents for submission to CalRecycle on behalf of all of the Member Jurisdictions. This includes:

- Electronic Annual Report (EAR);
- Source Reduction and Recycling Element (SRRE);
- Household Hazardous Waste Element (HHWE);
- Nondisposal Facility Element (NDFE); and
- Five-Year Countywide Integrated Waste Management Plan (CIWMP).

Additional Agency reports also come from the HHW program, including an HHW annual report, E-Waste annual report and others.

The Agency's actual Planning and Reporting costs allocated to each Member Jurisdiction for FY 2012-13 are provided in Table 12 below.

TABLE 12
FY 2012-13 Planning and Reporting Costs by Member Jurisdiction⁶

Member Jurisdiction	Agency Planning & Reporting Program Costs
Cloverdale	\$ 2,810
Cotati	\$ 2,810
Healdsburg	\$ 2,810
Petaluma	\$ 2,810
Rohnert Park	\$ 2,810
Santa Rosa	\$ 2,810
Sebastopol	\$ 2,810
Sonoma	\$ 2,810
Sonoma County	\$ 2,810
Windsor	\$ 2,810
Total	\$ 28,096

Potential Alternatives

The majority of Jurisdictions contacted by R3 did not express interest in assuming responsibility for the Planning and Reporting services currently provided by the Agency.

The Cities of Petaluma and Santa Rosa, however, did express interest in completing the required Planning and Reporting functions. The City of Santa Rosa stated that they could fulfill this function using existing staff, while the City of Petaluma stated that an additional half-time staff member may be required to complete the function.

If the individual Member Jurisdictions were to begin providing their own planning documents and reports, some Member Jurisdictions would be affected more than others. Larger Jurisdictions may be able to address the planning and reporting workload with existing staff, while smaller Jurisdictions would be required to take on new solid waste management staff (estimated between one half-time and one full-time position). Member Jurisdictions would be required to complete CalRecycle’s Electronic Annual Report (EAR) each year, and each Jurisdiction would initially be required to complete a Base Year Study. Currently the Agency completes one EAR each year for all Member Jurisdictions as a whole.

In addition, it should be noted that if any jurisdictions were to opt out of the current regional reporting agency (as recognized by CalRecycle), all Member Jurisdictions would incur additional costs in order to complete required new “base year” waste generation studies, and additional waste tracking methods would need to be implemented at regional facilities in order to identify tonnages received from each jurisdiction.

⁶ Actual expense total for FY 12-13 (as shown in most recent Agency budget), allocated evenly to each Member Jurisdiction (each Member Jurisdiction receives substantially the same Planning and Reporting services regardless of size).

As an alternative to the Agency's Planning and Reporting function, Member Jurisdictions would be required to develop (or update if possible)⁷ the following planning documents for submission to CalRecycle:

- Source Reduction and Recycling Element (SRRE);
- Household Hazardous Waste Element (HHWE); and
- Nondisposal Facility Element (NDFE).

In addition, the County of Sonoma would be required to develop a Five-Year Countywide Integrated Waste Management Plan (CIWMP) for submission CalRecycle every five years which includes:

- The SRRE for each Jurisdiction;
- The HHWE for each Jurisdiction;
- The NDFE for each Jurisdiction;
- Countywide Siting Element (SE) (for County as a whole); and
- Summary Plan (SP) (for County as a whole).

If assistance is required from third-party contractors, the following estimated costs would apply:

- CalRecycle Annual Report preparation: \$5,000–\$15,000 per Jurisdiction (depending on size);
- Base Year Study: \$20,000–\$40,000 per Jurisdiction (depending on size);
- Updated planning documents (SRRE, HHWE, NDFE): \$15,000–\$100,000 per Jurisdiction (depending on size); and
- Updated CIWMP: \$20,000–\$30,000.

Findings

The Agency's current Planning/Reporting function is very cost-effective. Rather than requiring each individual Member Jurisdiction to provide planning documents and annual reports to CalRecycle, the Agency can complete the planning and reporting requirements for all Member Jurisdictions as a whole. This greatly reduces the collective reporting workload of the County and its Member Jurisdictions. In addition, if any jurisdictions were to opt out of the current regional reporting agency (as recognized by CalRecycle), all Member Jurisdictions would incur additional costs in order to complete required new "base year" waste generation studies, and additional waste tracking methods would need to be implemented to support the change. As such, R3 does not recommend eliminating the Agency's Planning and Reporting function.

⁷ Original Planning Documents would be required for the Town of Windsor and unincorporated Sonoma County (i.e., Windsor was previously unincorporated, and Sonoma County's Planning Documents included unincorporated Windsor). Other Jurisdictions may have suitable Planning Documents already, but those will need to be updated.

Overall Findings

Table 13 below provides each Member Jurisdiction's surcharge contributions (i.e., user fees) as compared to the Agency's total program costs for FY 2012-13.

TABLE 13
FY 2012-13 Surcharge Contributions and Agency Program Costs (as reported by Agency)

Member Jurisdiction	Surcharge Contributions	FY 2012-13 Agency Program Costs			Value of Free Compost and Mulch	Total Value of Services	Net Value to Member Jurisdiction
		Household Hazardous Waste (HHW)	Education & Outreach	Planning & Reporting			
Cloverdale	\$ 31,079	\$ 14,650	\$ 12,817	\$ 2,810	\$ 1,067	\$ 31,344	\$ 265
Cotati	\$ 27,301	\$ 53,495	\$ 3,825	\$ 2,810	\$ 888	\$ 61,017	\$ 33,716
Healdsburg	\$ 82,027	\$ 30,029	\$ 14,135	\$ 2,810	\$ 3,031	\$ 50,004	\$ (32,023)
Petaluma	\$ 218,824	\$ 359,084	\$ 37,877	\$ 2,810	\$ 8,447	\$ 408,218	\$ 189,394
Rohnert Park	\$ 125,270	\$ 132,908	\$ 29,710	\$ 2,810	\$ 3,836	\$ 169,264	\$ 43,994
Santa Rosa	\$ 630,413	\$ 513,205	\$ 152,021	\$ 2,810	\$ 17,729	\$ 685,764	\$ 55,351
Sebastopol	\$ 58,055	\$ 191,640	\$ 21,642	\$ 2,810	\$ 1,778	\$ 217,870	\$ 159,815
Sonoma	\$ 63,158	\$ 58,466	\$ 29,188	\$ 2,810	\$ 4,755	\$ 95,219	\$ 32,061
Sonoma County	\$ 356,072	\$ 189,717	\$ 22,939	\$ 2,810	\$ 18,890	\$ 234,356	\$ (121,716)
Windsor	\$ 79,794	\$ 49,849	\$ 13,439	\$ 2,810	\$ 3,817	\$ 69,914	\$ (9,880)
Total	\$ 1,671,993	\$ 1,593,043	\$ 337,594	\$ 28,096	\$ 64,238	\$ 2,022,971	\$ 350,978

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Notes:

- A** Actual surcharge contributions from landfill disposal fees (data provided by Agency).
- B** Actual expense total for FY 12-13 (as shown in most recent Agency budget), allocated to Member Jurisdictions based on % of total HHW program users in each jurisdiction.
- C** Actual expense total for FY 12-13 (as shown in most recent Agency budget), allocated to Member Jurisdictions based on % of total guides, Eco-desk, web, and events services in each jurisdiction.
- D** Actual expense total for FY 12-13 (as shown in most recent Agency budget), allocated evenly across all Member Jurisdictions.
- E** Data provided by Agency. Member Jurisdiction allocations based on % of incoming tons at Central Compost Site, using costs of \$7.25 per ton for mulch and \$12.00 per ton for compost. This column does not include an additional estimated \$326,000 in financial benefits received by Santa Rosa and its regional Laguna Wastewater Treatment Plant partners.

Based on the financial data in Table 13 above, it does appear that some Member Jurisdictions are receiving Agency services valued greater than their surcharge contributions, while other Member Jurisdictions are receiving Agency services which are valued as less than their surcharge contributions. For example, the City of Sebastopol received services valued at approximately \$159,000 in FY 2012-13, as compared to Sebastopol's surcharge contributions of only \$58,000 for that same time period. During the same fiscal year, the City of Healdsburg received services valued at approximately \$50,000 while contributing over \$82,000 in surcharges. This does not necessarily mean, however, that certain Member Jurisdictions could realize overall cost savings by pursuing alternative services to those provided by the Agency.

The total surcharge amount paid to the Agency by customers/ratepayers in each Jurisdiction is based on the amount of garbage tons landfilled by the Jurisdiction at the Central Disposal Site and transfer stations. However, based on the information provided in Table 13 above, Member Jurisdictions which dispose more tons do not necessarily receive a greater level of service from the Agency's four core programs. For example, the Agency's administrative costs for Planning and Reporting services are similar for each Member Jurisdiction, regardless of tonnage quantities, and HHW program costs for each Member Jurisdiction are greater for Member Jurisdictions located closer to the Toxics Collection Facility. Therefore, R3 recommends that the Agency and Member Jurisdictions explore alternative surcharge structures to provide for more even benefits to all Member Jurisdictions.

It should also be noted that the Agency's current surcharge structure would most likely need to be revised in the event of any programmatic changes, or in the event that any Member Jurisdictions choose to pursue alternative programs to those provided by the Agency.

JPA Comparison

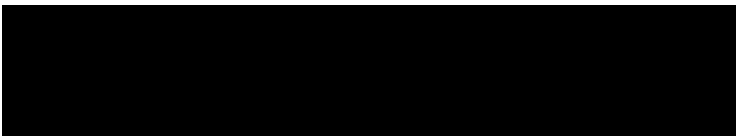
Attachment A provides additional information regarding various Joint Powers Authorities with solid waste management functions in Northern California.

* * * * *

We appreciate the opportunity to be of assistance to the Agency. Please do not hesitate to contact me by phone at (916) 782-7821, or by email at rtewin@r3cqi.com, if you have any questions regarding this submittal.

Yours truly,

R3 CONSULTING GROUP INC.



Richard Tagore-Erwin
Principal

Attachment A
Northern California
Solid Waste Management Authorities

Name of Authority										
Item	Marin Hazardous and Solid Waste JPA	Western Placer County Waste Management Authority	Sonoma County Waste Management Agency	Salinas Valley Solid Waste Authority	Humboldt Waste Management Authority	Del Norte Solid Waste Management Authority	Monterey Regional Waste Management Authority	Central Contra Costa Solid Waste Authority	South Bayside Waste Management Authority	West Contra Costa Solid Waste Authority
Member Agencies	City of Belvedere Town of Corte Madera Town of Fairfax City of Larkspur City of Mill Valley City of Novato Town of Ross Town of San Anselmo City of San Rafael Town of Tiburon County of Marin	Lincoln Rocklin Roseville County of Placer Auburn Loomis	Cloverdale Cotati Healdsburg Petaluma Rohnert Park Santa Rosa Sebastopol City of Sonoma Windsor County of Sonoma	City of Salinas City of Gonzales City of Greenfield City of King City of Soledad County of Monterey (South)	City of Eureka City of Arcata City of Blue Lake City of Rio Del City of Ferndale County of Humboldt	Crescent City County of Del Norte	Carmel-by-the-Sea Del Rey Oaks Marina Monterey Pacific Grove Sand City Seaside County of Monterey (North)	Town of Danville City of Lafayette Town of Moraga City of Orinda City of Walnut Creek Contra Costa County (east)	Atherton Belmont Burlingame East Palo Alto Foster City Hillsborough Menlo Park Redwood City San Carlos City of San Mateo County of San Mateo West Bay Sanitary District	El Cerrito Hercules Pinole Richmond San Pablo Contra Costa County (west)
Board Members	One member per jurisdiction – Either an elected official or Member Agency staff.	2 – County of Placer 1 – Lincoln 1 – Rocklin 1 – Roseville Auburn & Loomis – non voting members	One member per jurisdiction – an elected official or appointee	3 – City of Salinas 2 – County of Monterey 1 – each City of Gonzales City of Greenfield City of King City of Soledad	One member per jurisdiction – an elected official or appointee <u>Executive Committee</u> consists of City & County Managers from each jurisdiction.	2 – Board of Supervisors 2 – City Council 1 – Public member	One member per jurisdiction – an elected official or appointee	12 Total 2 per jurisdiction – an elected official or appointee	One member per jurisdiction. Position is filled by: City Manager, Asst. City Manager, Finance Director, or Public Works Director. No elected officials.	3 – Richmond 1 –member per jurisdiction – 1 – County of Contra Costa (non-voting) Members are an elected official or appointee
Voting Process	One vote per member	One vote per member	One vote per member	One vote per member	One vote per member	One vote per member	One vote per member	One vote per member	One vote per member	One vote per member except County seat
Residential / Commercial Accounts (approx)	70,400 / 5,800	86,000 / 20,000	130,000 / 13,000	48,000 / 5,000	40,000 / 5,000	10,000 / 1,100	47,000 / 6,200	62,000 / 3,000	86,000 / 10,000	25,000 / 5,000
AB 939 Reporting	Regional Authority	No	Regional Authority	Individual Jurisdictions	Individual Jurisdictions	Regional Authority	Individual Jurisdictions	Individual Jurisdictions	Individual Jurisdictions	Individual Jurisdictions
Source of Revenue ¹	Tipping Fees and grants	Tipping Fees	Tipping Fees	Tipping Fees	Tipping Fees	Franchise Fees	Tipping Fees	Franchise Fees & Recycling Revenue	Tipping Fees	Tipping Fees

¹ These include dedicated sources of revenue. Revenue received through various grant programs is not listed, however most JPA's receive some funding through grants.

Attachment A
Northern California
Solid Waste Management Authorities

Name of Authority										
Item	Marin Hazardous and Solid Waste JPA	Western Placer County Waste Management Authority	Sonoma County Waste Management Agency	Salinas Valley Solid Waste Authority	Humboldt Waste Management Authority	Del Norte Solid Waste Management Authority	Monterey Regional Waste Management Authority	Central Contra Costa Solid Waste Authority	South Bayside Waste Management Authority	West Contra Costa Solid Waste Authority
Agency Staff (# of full time staff)	Program Manager and staff (5)	Assigned from County Solid Waste Department (7)	Director and Staff (6)	Director and Staff (22)	Director and Staff (27)	Director and Staff (8)	General Manager and Staff (over 100)	Director and Staff (4)	Director and Staff (6)	Director and Staff (6)
Staff Employer	Contracted from County	Waste Authority	Contracted from County	Waste Authority	Waste Authority	Waste Authority	Waste Authority	Waste Authority	Waste Authority	Waste Authority
Publicly Owned Facilities	None	None	1 – Landfill 4 – Transfer Stations	None	None	None	None	None	None	None
Issue Revenue Bonds	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Facilities Owned by Waste Authority	None	1 – Landfill 1 – MRF 1 – HHW Facility 1 – Composting (all on same site)	None	3 – Landfills 3 – Transfer Stations 1 – HHW	1 – Landfill 2 – Transfer Stations 1 – HHW 1 – Composting	1 – Transfer Station 1 – HHW Facility (all on same site)	1 – Landfill 1 – MRF 1 – HHW Facility 1 – Composting (all on same site)	1 – Buy Back & Drop off Center 1 – Green Waste Drop off 1 – HHW Facility	1 – Transfer Station 1 – MRF 1 – HHW facility (all on same site)	1 – Landfill (closed)
Public & Agency Owned Facility Operations	None	Contracted	By County and Private operators	Contracted	Waste Authority staff	Waste Authority staff	Operated by Waste Authority staff	Private	Contracted	Contracted
Privately Owned Facilities	None	None	MRF's	Transfer Station, MRF & Composting	1 – MRF 1 – C&D	1- MRF	2 - Transfer Station, 1 - MRF & 1 - Composting	2 – Landfills 5 – Transfer Stations/MRF 2 – Composting	1 – Landfill	2 – Transfer Stations 1 – MRF 1 – HHW Facility 1 – Composting (all on same site)
Facility Designation (Flow Control)	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Rate Setting/Approval	No; Approved by Member Agencies	Review & Recommend Rates, approved by member agencies	No	Yes	Yes	Yes	Yes	Yes	Review & Recommend Rates, approved by member agencies	Yes
Rates for Member Agencies	Vary based on service requirements of member agencies	Same	Vary based on service requirements of member agencies	Equalized	Equalized	Same	Same	Same	Vary based on service requirements of member agencies	Same

Attachment A
Northern California
Solid Waste Management Authorities

Name of Authority										
Item	Marin Hazardous and Solid Waste JPA	Western Placer County Waste Management Authority	Sonoma County Waste Management Agency	Salinas Valley Solid Waste Authority	Humboldt Waste Management Authority	Del Norte Solid Waste Management Authority	Monterey Regional Waste Management Authority	Central Contra Costa Solid Waste Authority	South Bayside Waste Management Authority	West Contra Costa Solid Waste Authority
Closure & Post Closure Monitoring & Maintenance	No	Yes	County	Yes	Yes	Yes	Yes	Yes	No	Yes
Solid Waste Planning	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Public Education & Outreach	Some; most done by Member Agency haulers	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Enter into Collection Franchise Agreements	No	Yes	No	No	No	No	No	Yes	Negotiate – Approved by member agencies	No
Enter into Facility Operating Agreements	No	Yes	Yes	Yes	Operated by Authority	Yes	Operated by Authority	Yes	Yes	Yes
Enter into Disposal Agreements	No	Yes	Yes	Yes	Yes	Yes	Operated by Authority	Yes	Yes	Yes
Enter into Processing Agreements	No	Yes	Yes	No	No	Yes	Operated by Authority	Yes	Yes	Yes
Permanent HHW Facility in region	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
HHW Program Management	Yes	Yes	Yes	Yes	Operated by Authority	Yes	Operated by Authority	Yes	Yes	Yes
Enter into HHW Operating Agreements	Yes	Yes	Yes	Yes	Operated by Authority	Yes	Operated by Authority	Yes	Yes	Yes