Appendix D

Board Presentations
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Humboldt Waste Management Authority
Strategic Planning Study Board Meeting

Presented by
R3 Consulting Group
August 23, 2012

Purpose of Meeting
To begin a general discussion with the Board on:
- Scope of Strategic Plan
- What the future role of the HWMA may look like
- What the role of the Member Agencies and other Stakeholder Groups will be in the Strategic Planning Process

Presentation Agenda
- Project Staff
- R3 Scope of Work
- Strategic Planning Process
- Role of HWMA
- Stakeholder Involvement

Project Staff
- HWMA Staff- Support Staff
- R3 Consulting Group-Technical Expertise
- Supahan Consulting Group – Facilitator

Strategic Planning Study Process: What is the Strategic Planning Study?
Provides options and recommendations for future of HWMA
- Gives the HWMA a framework to guide the development, implementation, and management of new and existing programs and facilities over the next ten years

Strategic Planning Study Process: Strategic Planning Project Purpose
- Identify materials management, waste reduction and diversion goals over the planning period
- Document the current and anticipated needs of the Authority, including its Member Agencies and rate payers, over the next 10 years
- Describe cost effective programs and facilities to meet those goals
- Describe a management structure as well as practices necessary to achieve the needs and goals of the Authority over the planning period
Strategic Planning Study Process: R3 Scope of Work

- Document Existing Conditions, List of Policy Options and Additional Diversion Potential Analysis
- Kick-off Meeting and Site Visits
- Stakeholder Engagement:
  - Stakeholder Meetings
  - Needs Assessment
- Policy Development
  - Build on Current HWMA Documents
  - Further Define Goals
  - Develop Policy Options
- Implementation Development
  - Facilities, Funding, Staffing, Programs and Schedule

Strategic Planning Study Process: Roles and Responsibilities

<table>
<thead>
<tr>
<th>Task</th>
<th>Technical</th>
<th>Process</th>
<th>Policy</th>
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<tr>
<td>Existing Conditions</td>
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<tr>
<td>Diversion Analysis</td>
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<td>Stakeholder Engagement (Needs Assessment)</td>
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<td>✓</td>
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<td>Policy Development</td>
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<tr>
<td>Implementation</td>
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Strategic Planning Study Process: Task Process

- Document Existing Conditions, List Policy Options, and Calculate Potential Diversion
- Stakeholder Engagement (Needs Assessment)
- Policy and Program Development
- Implementation Development
- Strategic Plan Documentation

Strategic Planning Study Process: Schedule

<table>
<thead>
<tr>
<th>2012</th>
<th>2013</th>
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<tbody>
<tr>
<td>Aug</td>
<td>Sep</td>
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<td>Oct</td>
<td>Nov</td>
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<td>Dec</td>
<td>Jan</td>
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<td>Feb</td>
<td>Mar</td>
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- Stakeholder Engagement (Needs Assessment)
- Policy Development
- Implementation Development
- Finalize Strategic Plan

Schedule is Flexible Based on Board Needs

Role of HWMA: Overview

- The HWMA was formed by the signing of a Joint Powers Agency Agreement (“JPA Agreement”) in 1999
- The following jurisdictions are signatories to the JPA Agreement: Arcata, Blue Lake, Eureka, Ferndale, Rio Dell and Humboldt County (“Member Agencies”)
- The Agreement states what the role of the HWMA SHALL and MAY be

Member Agencies
- PAC
- General Public
- Other Stakeholders

Strategic Plan
- Policy & Implementation Development
- Board

Exhibit 1: Existing Conditions, Policy Options, and Additional Diversion Potential Analysis

Policy: Needs Assessment

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Role of HWMA

SHALL:
- Jointly request proposals and contracts for disposal services

MAY:
- Jointly develop and fund programs to provide for...
  - Siting, permitting, developing, constructing, maintaining, operating, funding, or contracting for the construction and/or operation of facilities
  - Preparing and implementing an Integrated Waste Management Plan and other planning documents that meet the requirements of AB939
  - Disposal of waste and granting of franchises for waste hauling, as may be agreed to in writing and signed by any or all members
  - Planning, implementing, and supervising programs which serve all or most jurisdictions, including facilities, special wastes and recycling market development

Roles of California JPAs

- Humboldt WMA
- Sonoma County WMA
- Stopwaste.org
- Yuba-Sutter Regional WMA
- Sacramento Regional SWA
- South Bayside WMA
- Central Contra Costa WMA
- West Contra Costa WMA
- Merced County Regional WMA

AB 939 Solid Waste Planning
- Solid Waste Planning
- Regional Reporting
- Staff Assistance
- Collection Contracting
- Disposal Contracting
- MRF/TS Contracting
- Facility Operations
- Solid Waste Flow Controls
- Divertible Materials Flow Control
- Public Education
- HHW Program Management

Example: Regional Reporting?
- On a regional basis, HWMA would have a combined State reported diversion rate of 69.7% in 2010
  - Based on 1990 Base Year
- AB 341 sets a Statewide 75% diversion goal by 2020
- If HWMA were to reach a 75% diversion rate, the HWMA will need to divert approximately 14,200 additional tons (17.5% of the current tonnage disposed)

Potential Limitations

- Scope of Authority: Member Agencies must approve additional responsibilities
- Enforcement: Ordinances and franchise agreements
  - Staff available to provide oversight
- Flow Control: Necessity of ABWMA for additional HWMA operated/funded facilities
- Cost: Programs result in tangible waste reduction
  - Disposal based rates undermine ability to fund diversion programs
- Acceptance: Member Agencies, haulers, public
  - Need support and active participation to achieve goals

Board Discussion

What will the role of the HWMA be going forward?
- Status Quo?
- New Facilities?
- Flow Control for New Facilities?
- Collection Franchising?
- Grant Programs?
- Regional Reporting?
- Model Ordinances?
- Other?
Stakeholder Involvement:
Role of Member Agencies

Role of Member Agencies in the Strategic Plan:
- Board Members Representation?
- Presentations at individual Member Agency council meetings by Staff and/or Board Members?
- Additional Ideas?

Stakeholder Involvement:
Consensus Building

<table>
<thead>
<tr>
<th>Policy / Program</th>
<th>Member Agencies</th>
<th>Board</th>
<th>Consensus</th>
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<tr>
<td>75% Diversion Goal</td>
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<tr>
<td>Dirty MRF Recycling</td>
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<td>?</td>
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<tr>
<td>Regional Food Processing Facility</td>
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<td>?</td>
</tr>
<tr>
<td>Regional Mandatory Commercial Recycling</td>
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<td>0</td>
<td>?</td>
</tr>
<tr>
<td>Regional Public Education &amp; Outreach</td>
<td>0</td>
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Franchised Tonnage – Current Diversion
- Limited diversion tonnage data has been provided for the franchised haulers.
  - Although data is required to be provided quarterly to the contacting jurisdiction
- Available franchised tonnage data suggests that franchised diversion rates are well below the current state 50% diversion mandate

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Tons Disposed</th>
<th>Tons Diverted</th>
<th>Diversion Rate</th>
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<tbody>
<tr>
<td>Arcata</td>
<td>6,319</td>
<td>1,986</td>
<td>24%</td>
</tr>
<tr>
<td>Blue Lake</td>
<td>343</td>
<td>56</td>
<td>14%</td>
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<tr>
<td>Eureka</td>
<td>13,280</td>
<td>2,130</td>
<td>14%</td>
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</table>

Stakeholder Involvement:
Selection Process of PAC

- Number of PAC members?
- The specific interests desired to be represented?
  - E.g., industry, community, policy makers, etc.
- Diversity of members?
  - E.g., socio-economic, needs and expectations, cultural, age, knowledge of or experience with solid waste issues, geographic etc.
- The requirements of PAC members?
  - E.g., time requirements, communication requirements, etc.
- The process for selecting its members?
  - E.g., applications, appointments, etc.

Board Discussion

- What should the procedure be for informing Member Agencies of strategic plan updates and soliciting direction?
- What will the role of the PAC be in the strategic planning process?
- How will the PAC be selected?
Presentation Agenda

- Project Staff
- Presentation Limitations
- Strategic Planning Study Process
- HWMA Background
- Potential Diversion Analysis
- Preliminary Findings & Recommendations

Showاهب لـ3 Consulting Group

Project Staff

- HWMA Staff - Support Staff
- R3 Consulting Group - Technical Expertise
- Supahan Consulting Group - Facilitator

Strategic Planning Study Goals

1. Identify materials management, waste reduction and diversion goals, over the next ten years.
2. Document the current and anticipated needs of the Authority, including its Member Agencies and rate payers, over the next 10 years
3. Describe cost effective programs and facilities to meet those goals
4. Describe a management structure as well as practices necessary to achieve the needs and goals of the Authority over the planning period
HWMA Background

Overview

- The HWMA was formed by the signing of a Joint Powers Agency Agreement (“JPA Agreement”) in 1999
- The following jurisdictions are signatories to the JPA Agreement: Arcata, Blue Lake, Eureka, Ferndale, Rio Dell and Humboldt County (“Member Agencies”)
- The Agreement states what the role of the HWMA SHALL and MAY be

HWMA Background

JPA Agreement

- SHALL: Jointly request proposals and contracts for disposal services
- MAY: Jointly develop and fund programs to provide for:
  - Siting, permitting, developing, constructing, maintaining, operating, funding, or contracting for the construction and/or operation of facilities
  - Preparing and implementing an HWMP and other planning documents that meet the requirements of AB939
  - Disposal of waste and granting of franchises for waste handling, as may be agreed to in writing and signed by any or all members
  - Planning, implementing and supervising programs which serve all or most jurisdictions, including facilities, special wastes and recycling market development

HWMA Background

HWMA Disposal Programs and Facilities

- Maintains flow control of Member Agency solid waste
- Owns, manages the closure and will manage the post-closure of the Cummings Road Landfill
- Conducts CalRecycle disposal reporting on behalf of the Member Agencies
- Contracts for and manages two disposal agreements:
  - Anderson Landfill located in Anderson, CA
  - Dry Creek Landfill in Medford, Oregon
- Contracts for transportation of solid waste:
  - Eel River Disposal from Eel River T.S. to Anderson
  - Bettendorf from Hawthorne Street T.S. to both landfills
  - Bettendorf from Humboldt Sanitation T.S. to Anderson

HWMA Background

HWMA Waste Diversion Programs & Facilities

- Owns and operates the Hawthorne Street Transfer Station:
  - Solid waste, Green waste drop-off, Eureka Recycling Center and HHW facility
- Manages Household Hazardous Waste (HHW) program:
  - HHW facility, mobile collection events, satellite collection services, and HHW Hotline
- Administers CalRecycle grants:
  - Used oil, waste tires and bottles and cans
- Manages the Mad River Compost Facility:
  - Drop-off facility, processing facility and transport contract

HWMA Background

HWMA Waste Diversion Programs & Facilities

- Contracts for recyclable material:
  - Loading, transport, processing and marketing with Solid Waste of Willits from Hawthorne Landfill
  - MOU with Eureka and County (certain haulers) to direct recyclables to participate in a recyclable materials processing contract
- Conducts public education:
  - K-12 education, mass media and publicity of collection events
- Provides staff support to Member Agencies
- Collects disposal data for AB 939 reporting
- Manages an Anaerobic Digester Project
- Food Waste Pilot Collection Program

HWMA Background

HWMA Funding for Fiscal Year 2012 - 2013

Funded primarily through tip fees received at Hawthorne Street Transfer Station

- Tip Fees
  - 1. Tip fees charged at HWMA operations
  - 2. Pass-through and disposal costs collected from satellite collection facilities
- Diversion
  - 1. Green waste revenues
  - 2. Recycling handling and salvage fees
  - 3. Hazardous waste and cleanup event disposal fees
- Portion of the Waste Management Fee that funds four county-wide programs that HWMA administers (administration, HHW program, landfill maintenance and AB 939 programs)
- Monies generated from successful grant applications and money invested in closure trust funds that help offset operating expenses

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**HWMA Background**

**Roles of California JPAs**

<table>
<thead>
<tr>
<th>Agency</th>
<th>Hazardous Waste</th>
<th>Solid Waste</th>
<th>Environment</th>
<th>Water Resources</th>
<th>Public Protection</th>
<th>Public Safety</th>
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**HWMA Background**

**Governance**

- Each Member Agency is allowed one Director on the Board and each Director is allowed one vote on all matters presented to the Board.
- The vote of a majority shall constitute an act of the Board in most matters.

**HWMA Background**

**Member Agency Franchised Collectors**

Six franchised haulers operate within the Member Agencies' jurisdictions:

- **Hauler**          | **Service Area**
- Arcata Garbage Co. | Arcata
- Blue Lake Garbage Co. | Blue Lake
- Eel River Disposal | Ferndale
- Recology           | Eureka
- Tom's Trash        | Garberville
- Humboldt Sanitation | McKinleyville/Westhaven/Orleans

* Italics denote Unincorporated Humboldt County areas

**HWMA Background**

**Member Agency Franchise Agreements**

Majority of Franchise Agreements will not expire until after 2020:

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Start Date</th>
<th>Initial End Date</th>
<th>Extended End Date</th>
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<tbody>
<tr>
<td>Arcata</td>
<td>2002</td>
<td>2004</td>
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<td>2009</td>
<td>2019</td>
<td>2024</td>
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<tr>
<td>Eureka</td>
<td>2010</td>
<td>2020</td>
<td>2025</td>
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<tr>
<td>Ferndale</td>
<td>2006</td>
<td>2020</td>
<td>2025</td>
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<tr>
<td>Rio Del</td>
<td>2007</td>
<td>2016</td>
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<td>Unincorporated County</td>
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<tr>
<td>Arcata</td>
<td>2011</td>
<td>2021</td>
<td>2026</td>
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<tr>
<td>Blue Lake / Fieldbrook</td>
<td>2011</td>
<td>2020</td>
<td>2025</td>
</tr>
<tr>
<td>Eureka</td>
<td>2011</td>
<td>2020</td>
<td>2025</td>
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<tr>
<td>Garberville</td>
<td>2011</td>
<td>2020</td>
<td>2025</td>
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<td>2015</td>
<td>2016</td>
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<tr>
<td>Willow Creek</td>
<td>2015</td>
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</tr>
<tr>
<td>Northwestern</td>
<td>2012</td>
<td>2021</td>
<td>2026</td>
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Exhausted by mutual agreement in Blue Lake and Unincorporated Areas, Blue Lake / Fieldbrook, Eureka, Garberville, Ferndale / Garberville, Willow Creek, and Northwest. Expiration at current term is in Eureka and Unincorporated Area due to USDA loan agreement. Extension of contract in Ferndale provided by County due to unincorporated area. Fortuna due to potential December 2014.
HWMA Background

Residential Franchised Services

- Mandatory Curbside Garbage and Recycling Service
- Curbside Recycling Bundled with Garbage Service
- Free Green Waste Drop-off

Mandatory Curbside Garbage and Recycling Service

- Curbside Recycling Collection Offered
- Curbside Recycling Bundled with Garbage Service
- Curbside Garbage Collection

HWMA Background

State Reported Diversion Rates

- HWMA Member Agencies have a combined State reported diversion rate of 69% (2011)
- AB 341 sets a Statewide 75% diversion goal by 2020
- To reach a 75% diversion rate, the HWMA Member Agencies will need to divert approximately 15,100 additional tons (17.5% of the current tonnage disposed)

Franchise Tonnage Diversion Rates

- Haulers required to provide quarterly disposal and diversion data to Member Agencies
- Limited/incomplete tonnage data provided to date
- HWMA has no control over diversion of franchised tonnage
- Franchised diversion rate ~ 17% vs. State Reported Rate = 69%

Jurisdiction Franchised Tons Disposed Franchised Tons Diverted Franchised Diversion Rate 2011 CalRecycle Reported Diversion Rate

Arcata 6,319 2,528 29% 66%
Blue Lake 534 112 17% 94%
Eureka 13,069 3,320 20% 55%
Ferndale 538 211 28% 40%
Rio Dell 845 189 18% 50%
Uninc. County 17,024 1,257 7% 77%
Total 38,540 7,618 17% 69%

HWMA Background

Member Agency Tonnage & Diversion Rates

- Limited/incomplete tonnage data provided to date
- HWMA wide diversion rate ~ 21% vs. State Reported Rate = 69%

Jurisdiction Total Disposal Diversion1 2011 CalRecycle Reported Diversion

Arcata 8,259 434 413 2,528 3,375 29% 66%
Blue Lake 539 29 27 112 168 24% 94%
Eureka 27,137 1,413 1,345 3,320 6,078 18% 55%
Ferndale 1,063 3 3 211 217 17% 40%
Rio Dell 1,363 1 1 189 192 12% 50%
Uninc. County 29,208 4,633 1,607 1,257 7,497 20% 77%
Total 67,550 6,513 3,397 7,618 17,528 21% 69%

[1] Franchised organics diversion has not been reported, nor have recycling drop off tonnages from ERD’s Fortuna or Redway sites.

Potential Diversion Analysis

Overview

- How much more diversion HWMA can expect from existing and new programs and/or facilities
- Based on HWMA Waste Composition Study
- Projects additional tonnage diverted based on assumed recovery rates of targeted materials through existing and potential new programs and facilities

Options Considered

- Residential and Commercial Source Separation Curbside Programs:
  - Programs provided to all residential and commercial accounts as applicable
  - Recovery of 50% of targeted materials in waste stream
- Self-Haul, Construction & Demolition and Mixed Waste Processing:
  - Recovery of 50% of targeted materials in waste stream
- Conversion Technology:
  - Anaerobic Digestion = 50% of Commercial Food Waste and Compostable Paper
  - Gasification / Pyrolysis = 100% of targeted materials
Potential Diversion Analysis

Potential Diversion Analysis

Additional Diversion Potential

- Source Separation curbside programs **alone** may not be sufficient to achieve a 75% diversion rate
- Providing curbside residential multi-material recycling, yard waste and food waste collection to all residential accounts and capturing 50% of targeted materials = 3.1% additional diversion
- Providing curbside commercial multi-material recycling, yard waste and food waste collection to all commercial accounts and capturing 50% of targeted materials = 2.3% additional diversion

Potential Diversion Analysis:

Key Findings – Source Separation Programs

- Recapturing 50% of targeted materials from self-haul waste stream at all public and private facilities = 2.5% additional diversion
- Recapturing 50% of targeted materials from all debris box loads (including construction and demolition debris) at all public and private facilities = 1.5% additional diversion

Potential Diversion Analysis:

Key Findings – Self Haul & C&D

- The development of mixed waste processing capacity may offer the best opportunity for realizing significant additional diversion
- Recovering 50% of targeted materials from Hawthorne Street mixed waste stream = 5.2% additional diversion
- Collecting and processing 50% of commercial food waste = 1.3% additional diversion
- Processing 100% of compatible waste stream entering HWMA’s Hawthorne Street facility with gasification/pyrolysis = 6.4% additional diversion

Preliminary Findings & Recommendations

HWMA Role and Responsibilities

- Not clear what role Member Agencies want HWMA to play now or potentially in the future
- Only clearly defined role (per purpose statement in JPA Agreement) is to secure disposal – which it has done effectively
- HWMA has taken on a number of other activities over the past 13 years including HHW management, U-waste, green waste processing and securing recyclables materials processing capacity
- HWMA has not been formally tasked with increasing diversion and plays a minimal role in supporting solid waste management at the Member Agency level

Preliminary Findings & Recommendations

HWMA Mission and Vision

Mission:

To implement a sustainable solid waste management system by supporting, developing, and/or promoting policies, programs, and local facilities that cost effectively reduce disposal and increase diversion in order to protect and preserve the social, environmental and economic health of our community.

Vision:

To facilitate regional coordination of solid waste management and to achieve (insert one): A collective State reported diversion rate of 75% by 2020; OR A regional reduction in landfilled tons of 55% by 2020 and 75% by 2025.
Preliminary Findings & Recommendations

Diversion Goals

- Collectively the Member Agencies have a State reported diversion rate of 69%; four of the five Member Agencies are currently in compliance with AB 939 diversion requirements (i.e., 50% diversion)
- Collectively the Member Agencies have a franchised/self haul waste stream diversion rate of 21%
- It is not clear how much tonnage is being diverted at the county’s public and private transfer stations

Recommendation:
The HWMA and its Member Agencies should set a minimum diversion goal and timeframe for meeting the goal

Preliminary Findings & Recommendations

Source Separated Processing Facilities

- Existing in-county source separated recyclables (MRF) processing capacity is limited
  - Current recycling processing capacity exists only at the Eel River facility
- The HWMA has a 5-year recyclables processing agreement with Solid Waste of Willits

Recommendation:
The HWMA should work with the Member Agencies to procure competitive source separated recyclables processing capacity

Preliminary Findings & Recommendations

Mixed Waste Facilities

- The HWMA’s authority and ability to increase diversion is limited to recovery of materials from the mixed waste stream received at its Hawthorne Street Facility
- Infrastructure and operations at the Hawthorne Street Facility will be needed to increase diversion

Recommendation:
The HWMA should focus its “diversion” efforts on evaluating, and pursuing as appropriate, the following facility options:
  - Mixed waste processing capacity
  - Re-use depot
  - Mixed organics (green waste and food waste) processing capacity*
  - Anaerobic digestion (review currently underway)*

* Requires Member Agency approval and flow control

Preliminary Findings & Recommendations

Funding

- HWMA’s diversion activities are largely funded through the Countywide Program Fee and tip fees assessed on solid waste disposal tons
- As disposal tonnage decreases, the associated funding will decrease unless the Countywide Program Fee is increased or the fee is also charged on diverted tonnage
- HWMA is not limiting the use of its Satellite HHW and other programs funded through the Countywide Program Fee to Member Agency rate payers.
- Non-member agencies rate payers using those services are getting a "free ride"

Recommendations:

- Consider assessing the Countywide Program Fees on ALL incoming tonnage to provide a more stable funding base (this does not necessarily mean increasing overall funding).
- Allow non-member agencies to continue to use existing HWMA programs but only if they pay for that privilege.

Preliminary Findings & Recommendations

Regional Reporting

- The HWMA and its Member Agencies are currently “operating in the dark” as there is a lack of basic information necessary for cooperative solid waste management planning
- Regional reporting would allow the HWMA and Member Agencies to:
  - Report program and tonnage data as a single voice
  - Gain administrative efficiency and cost savings
  - Track progress towards diversion objectives
  - Access effectiveness of programs and facility diversion
  - Cooperatively plan for future compliance with AB 939
  - Smooth individual Member Agency tonnage “spikes”
Preliminary Findings & Recommendations
Regional Reporting (continued)

Recommendations:
- The Authority and its Member Agencies should develop a standard reporting template for all franchised haulers.
- At a minimum, the required information should include:
  - A quarterly accounting of all franchised tonnage broken out by service sector and material; and
  - The quarterly and annual franchised hauler diversion rate.
- Similar reports should be submitted for each container site, recycling drop-off facilities, and transfer station that clearly quantify diverted tonnage by facility.
- Historical annual reports should be provided by the franchised haulers for at least the prior five (5) years.
- Required reports should be provided to the HWMA by the franchised hauler or Member Agency.
- The HWMA should compile quarterly and annual report data received from each Member Agency and the various facilities into a quarterly and annual Countywide Tonnage Profile.

Preliminary Findings & Recommendations
HWMA Management Structure

Recommendations:
- The HWMA’s current staffing and organizational structure appears, in general, to be reasonable given its current functions and responsibilities.
- It is not uncommon for JPA’s to have proportional voting with larger jurisdictions having more votes than significantly smaller jurisdictions.
- The HWMA and its Member Agencies would realize additional economies of scale if Fortuna, Trinidad and/or Partner Agencies became HWMA members or took part in MOUs.

Recommendations:
- The HWMA should maintain its current staffing and organizational structure in support of the recommended primary functions. That structure and staffing level should be reviewed periodically and adjusted if appropriate in response to any changes to the HWMA’s functions and responsibilities.
- Consider proportional voting, expanded membership, and/or MOUs.

Preliminary Findings & Recommendations
Member Agency Support-Franchise Agreements

Recommendations:
- The majority of Member Agency franchise agreements will not expire until after 2020.
- The majority of California jurisdictions’ franchise agreement terms are from 7-8 years with options to extend.

Recommendations:
- The Member Agencies should not enter into franchise agreements of more than a 10 year term.
  - Long term agreements offer little, if any, significant benefit and severely limit a member agency’s ability to negotiate contractual changes from a position of strength.
- More effective franchise agreement terms and conditions should be incorporated into any new or extended franchise. These terms should:
  - Be aligned with HWMA and member agency strategic solid waste management goals.
  - Provide member agencies with more effective control of services and rates.
  - Establish real and meaningful hauler performance standards including minimum diversion rates and with associated incentives and/or liquidated damages.

Discussion

The HWMA should:
1. Set diversion goals.
2. Continue to secure long term disposal capacity.
3. Work with the Member Agencies to procure competitive source separated recyclables processing capacity.
4. Develop mixed waste processing capacity.
5. Adopt sustainable funding.
6. Transition to a regional reporting agency.
7. Provide support to Member Agencies as requested.
Humboldt Waste Management Authority

Board of Directors Meeting

Presented by
R3 Consulting Group
February 14, 2013

Activities Since October 2012

- **October 2012:**
  - Board directs R3 to develop seven key policies
  - Stakeholder Meetings held with Member Agencies and Franchise Haulers
  - Planning Advisory Committee Meeting #1

- **December 2012:**
  - Four Community Workshops provides information about HWMA and the Strategic Planning process.
  - Planning Advisory Committee Meeting #2

- **November 2012-February 2013:**
  - Internal Staff Review of Draft Policies 1 through 7

PAC Process to Date

**Policies Reviewed**

<table>
<thead>
<tr>
<th>October PAC Meeting #1</th>
<th>December PAC Meeting #2</th>
<th>February PAC Meeting #3</th>
<th>March PAC Meeting #4</th>
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</thead>
<tbody>
<tr>
<td>Policy 1: Set Diversion Goals</td>
<td>Policy 6: Transition to a Regional Reporting Agency</td>
<td>Policy 2: Continue to secure long-term disposal capacity</td>
<td>Policy 5: Adopt Sustainable Funding</td>
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<tr>
<td>Policy 3: Work with Member Agencies to Procure Recyclable Materials Processing Capacity</td>
<td>Policy 4: Develop Mixed Waste Processing Capacity</td>
<td>Policy 7: Provide support to Member Agencies as requested</td>
<td>Review Comprehensive Draft Strategic Plan</td>
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Schedule

<table>
<thead>
<tr>
<th>Meeting</th>
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<tbody>
<tr>
<td>PAC #1 Meeting on Policies 1, 3, 5 &amp; 7</td>
<td>Feb. 13th</td>
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<tr>
<td>HWMA Board Meeting on SP Process Update</td>
<td>Feb. 14th</td>
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<tr>
<td>PAC Requested and Board Approved Additional PAC Meeting to Complete Policy Review, if needed</td>
<td>Feb. 22nd or Feb. 27th</td>
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<tr>
<td>R3 Provide Internal Draft SP to HWMA Staff</td>
<td>Feb. 28th</td>
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<tr>
<td>HWMA Staff Provide Comments to R3 on Draft SP</td>
<td>March 1st</td>
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<tr>
<td>R3 Incorporate Comments and Submit Draft to HWMA</td>
<td>March 8th</td>
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<tr>
<td>Transmit Draft SP to PAC</td>
<td>March 11th</td>
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<tr>
<td>PAC #2 Meeting to Review Draft Strategic Plan</td>
<td>March 20th</td>
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<tr>
<td>Final HWMA Staff PAC Comments Due or Draft SP</td>
<td>March 20th</td>
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<tr>
<td>R3 Incorporate Final Comments and Submit Final Draft to HWMA</td>
<td>April 9th</td>
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<tr>
<td>Transmit Final Draft SP to HWMA</td>
<td>April 29th</td>
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<tr>
<td>HWMA Board Review of Draft Strategic Plan</td>
<td>April 30th</td>
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<tr>
<td>Final HWMA Staff and Staff Comments Due or Draft SP</td>
<td>April 30th</td>
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<tr>
<td>R3 Incorporate Final Comments and Submit Final SP to HWMA</td>
<td>April 30th</td>
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<tr>
<td>Transmit Final SP to Board</td>
<td>May 2nd</td>
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<tr>
<td>HWMA Board Approval of Strategic Plan</td>
<td>May 9th</td>
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