BOARD OF DIRECTORS
Sofia Pereira, City of Arcata,
Elaine Hogan, City of Blue Lake
Leslie Castellano, City of Eureka
Michael Sweeney, City of Ferndale, Chair
Rex Bohn, County of Humboldt
Frank Wilson, City of Rio Dell, Vice Chair

Agenda
Thursday, July 9, 2020 at 5:30 PM
Eureka City Council Chambers –

PUBLIC ADVISORY: IN RESPONSE TO COVID-19,
THE EUREKA CITY COUNCIL IS NOT AVAILABLE
OR OPEN TO THE PUBLIC

COVID-19 NOTICE
Consistent with Executive Orders N-25-20 and N-29-20 from the Executive Department of the
State of California and the Humboldt County Public Health’s Officer’s March 30, 2020
“Shelter In Place Order”, HWMA’s regular meeting location at Eureka City Hall will not be
physically open or available to the public. HWMA Board members and staff will be
teleconferencing into the meeting via Zoom Video.

How to Observe the Meeting
To maximize public safety while still maintaining transparency and public access, members of
the public can observe the meeting on Access Humboldt’s YouTube Channel at
youtube.com/c/accesshumboldt/live (or by clicking here.) Members of the public may also join
the Zoom meeting at https://zoom.us/j/94025774877 (or by clicking here.)

How to Submit Public Comment
Members of the public may provide public comment before and during the meeting by sending
comments to the Director of Finance & Administrative Services at board@hwma.net. Such
email comments must identify the agenda item number in the subject line of the email. The
comments will be read into the records, with a maximum allowance of three minutes
(approximately 500 words) per individual comment, subject to the Chair’s discretion. If a
comment is received after the agenda item is heard, but before the close of the meeting, the
comment will still be included as part of the written record of the meeting, but will not be read
into the record during the meeting.

Copies Available: Copies of the agenda materials are available electronically via the internet at
www.hwma.net, through individual HWMA member agencies or by calling HWMA at 707-268-8680. There may be a
charge for copies.

Accessibility: Accommodations and access to HWMA meetings for people with special needs must be requested in
advance of the meeting at 707 268-8680 or emailing board@hwma.net (The Eureka City Council Chamber room is
ADA accessible.) This agenda and other materials are available in alternative formats upon request.

1. Call to Order and Roll Call at 5:30 PM

2. Consent Calendar
All matters listed under the Consent Calendar are considered to be routine by the HWMA Board and
will be enacted upon by one motion, unless a specific request for review is made by a Board Member
or a member of the public. The Consent Calendar will not be read. There will be no separate
discussion of these items unless pulled for discussion.
a. Approve Minutes from the June 11, 2020 HWMA Board of Directors Meeting  
b. Receive May 2019-20 Financials

3. **Oral and Written Communications**  
This time is provided for people to address the Board or to submit written communications concerning matters not on this agenda. Board Members may respond to statements, but any request that requires Board action will be referred to staff for review. Reasonable time limits may be imposed on both the total amount of time allocated for this item, and on the time permitted to each individual speaker. Such time allotment or portion thereof shall not be transferred to other speakers.

4. **Eureka Recycle Center Operational Status - Informational Item**

5. **Hawthorne Transfer Station, Eureka Recycling Center and Cummings Road Landfill Level of Service and Staffing Scenarios**

6. **Board Member Reports**

7. **Executive Director’s Report**

8. **Closed Session**: No Need for Closed Session.

9. **Adjourn**
Minutes
Thursday, June 11, 2020 at 5:30 PM
Zoom Video Conference Meeting

Present: Michael Sweeney, Sofia Pereira, Frank Wilson, Elaine Hogan, Leslie Castellano
Rex Bohn
Absent: None
Staff: Jill Duffy, Tyler Egerer, Eric Keller-Heckman, Tony Heacock
Legal Counsel: Nancy Diamond

1. Call to Order and Roll Call at 5:30 PM
   Chairman Sweeney called the meeting order at 5:32 p.m. A quorum was present and acting.

2. Consent Calendar
   a. Approve Minutes from the May 14, 2020 HWMA Board of Directors Meeting
   c. Approve April 2019-20 Financial Report
   d. Approve Board of Director’s Calendar for FY 2020/21
   e. Approve Format Updates and Minor Edits to HWMA Job Descriptions
   Chairman Sweeney opened the floor to public comment regarding the Consent Calendar. No comment was received.
   Chairman Sweeney closed the floor to public comment.
   Motion: Director Pereira moved and Director Castellano seconded the motion to approve the Consent Calendar.
   Action: Approve the Motion as made by Director Pereira and seconded by Director Castellano by the following vote:
   Ayes: Sweeney, Pereira, Wilson, Hogan, Castellano, Bohn
   Noes: None
   Absent: None

3. Oral and Written Communications
   Chairman Sweeney opened the floor to public comment regarding items not on the agenda. No comment was received.
   Chairman Sweeney closed the floor to public comment.

4. Nominate and Elect Officers for FY 20/21
   Chairman Sweeney opened the floor to public comment regarding Board officers. No comment was received.
   Chairman Sweeney closed the floor to public comment.
   Motion: Director Bohn moved and Director Sweeney seconded the motion to extend the offices of Chair Sweeney and Vice Chair Wilson to the end of December.
   Action: Approve the Motion as made by Director Bohn and seconded by Director Sweeney by the following vote:
   Ayes: Sweeney, Pereira, Wilson, Hogan, Castellano, Bohn
   Noes: None
   Absent: None
5. **Approve Resolution 2021-02 Amending the Integrated Waste Management Fees for Recycling Processing and Marketing Service Fees.**

   The Board briefly discussed the final changes to the proposed Fee Resolution.
   Linda Wise, General Manager, Recology Humboldt County, spoke briefly on the rate setting process and future work on the recyclables processing contract.

   **Chairman Sweeney** opened the floor to public comment regarding the resolution. No comment was received.

   **Chairman Sweeney** closed the floor to public comment.

   **Motion:** Director Castellano moved and Director Pereira seconded the motion approve Resolution 2021-02 Amending the Integrated Waste Management Fees for Recycling Processing and Marketing Service Fees.

   **Action:** Approve the Motion as made by Director Bohn and seconded by Director Sweeney by the following vote:

   **Ayes:** Sweeney, Pereira, Wilson, Hogan, Castellano, Bohn
   **Noes:** None
   **Absent:** None

6. **Board Member Reports**

   **Director Castellano** requested an update on CRV activities at the Hawthorne Street Transfer Station. Executive Director Duffy indicated she would provide an update during her report.

7. **Executive Director’s Report**

   **Executive Director Duffy** provided brief updates on stormwater management at the Transfer Station, updates on the Transfer Processing Report for the Transfer Station, and updates on the submission of the Authority’s Restoration of Services plan. She then provided a lengthy update on CRV activities and challenges experienced in restarting services, and indicated a more in-depth discussion would be presented at the July Meeting.

8. **Adjourn**

   **Chairman Sweeney** adjourned the meeting at 6:20 p.m.

   **Next Meeting:** July 9, 2020 at 5:30 p.m. via Zoom Conference Meeting.
Staff Report

DATE: July 9, 2020

FROM: Tyler Egerer, Director of Finance and Administrative Services

SUBJECT: Item 2b) Receive May 2020 Financial Reports

RECOMMENDED ACTION: Review and Approve
Review and Approve May 2020 Financial Reports.

DISCUSSION:
Each month, staff presents an update on the Authority’s financials based on activity to-date for the period two months prior to the current month. This enables staff to provide a complete presentation of the full financial activity for that period, as financial data will have been recorded and finalized for the reporting period at that point.

Each year, pending the finalization of the Authority’s financial audit, these financial reports are presented as preliminary financial reports. Once the audit is finalized and staff closes out the prior year, information presented will represent accurate to-date financial activity and will be marked as such.

Attachment B, Statement of Operations for Period Ending 05/31/2020 is presented in summary format; detailed analysis of each division of the Authority is available by request for those interested in division performance.

The onset of the COVID-19 pandemic, including Shelter-in-Place (“SIP”) orders established by the State of California and County of Humboldt, has begun to have minor impacts on activity at the Transfer Station. Additionally, the temporary closure of Hazardous Waste and Recycling will have significant impacts on both month-to-month activity at those facilities, and overall expenditures and revenues realized by the Authority.

The Authority’s cash position is comprised of two accounts; 1) the Authority’s checking account, which handles the day-to-day expenses; and 2) the savings account. The combined value of these accounts equals the total cash available for Authority reserves and operating cash. The current value of the Authority operating fund and combined reserve funds are as follows:

HWMA Operating Fund: $2,078,594.83
HWMA Undesignated, Capital, Personnel, and Stabilization Funds: $2,061,670.00

Authority Financials:
Attachments A and B contain detailed balance sheet and income statement (Statement of Operations) information for the May financial report, for Board review and discussion. An analysis of that information as it relates to revenues and expenses, and current month disbursements to vendors and employees, is provided herein.

**Revenues** for May are performing approximately 8% over projections of budgeted estimates for Fiscal Year 2019-20. These estimates encapsulate all activity throughout the Authority, although finances will be influenced by future payouts for fees passed through to Member Agencies, revenue shares for salvaged materials sales, and the delayed receipt of grant revenues for grant-based projects.

With the SIP orders and concerns for maintaining employee health during the COVID-19 pandemic, the Hazardous Waste and Recycling facilities were closed. The immediate impact is a significant shift in the total makeup of revenues through the Transfer Station. Although revenues have not shifted significantly, the makeup of those revenues has shifted heavily into Tip Fees, as activity across the scales has stayed steady, with a large influx of residential transactions.

Additionally, with CRV activities at the Eureka Recycling Center suspended, the Authority is floating less cash out for daily buyback activities; this has resulted in less orders for change made to replenish cash on hand in the Main Scalehouse, and in the Authority having a significantly stronger cash flow than in previous months. This positions the Authority for better management of unforeseen costs associated with handling essential duties during the current pandemic.

Ongoing disposal activities have been bolstered by an immediate swing by residents undertaking spring cleaning, which the Authority does not usually experience until late May or early May. With numerous residents off work due to the SIP orders, the Authority has experienced a large influx of self-haul customers bolstering revenue and activity through the disposal of additional...
residential waste. To date, the Authority experienced minimal impact to its flow of revenue through the Transfer Station. This is partly bolstered by the operational decision to continue accepting electronic waste, televisions, and appliances through the Transfer Station scales, allowing residents to continue recycling large items with no change in fees.

Expenses for May are also above budget projections. Total Expenses are approximately 5% below budgeted estimates, but do not yet include some one-time expenses related to depreciation of Authority assets, and quarterly payments to Member Agencies for pass-through and recycling fees. Additionally, increases above budgeted estimates are mostly related to increased solid waste tonnage disposed, which is offset by a similar increase in revenue as referenced above.

With changes to operations for COVID-19, a number of expenses have been reduced or have been smoothed out over the past month. For instance, Payroll expenses, with employees placed on-call for a portion of their five-day week, have resulted in significantly less overtime expenses, resulting in a very stable increase in payroll expenses month-to-month. Additionally, although safety expenses have spiked to respond quickly to needs for new or additional personal protective equipment (“PPE”), various other ongoing expenses for activities at Hazardous Waste and Recycling have dropped off almost immediately. Therefore, while expenses have spiked in the previous two months, overall spending is decreasing, and staff anticipates seeing fewer expenses during this SIP order.

To provide long-term planning – relative to the Fiscal Year – the Board and staff in decision making, the following estimation of growth for total expenditures is provided below. The following graph tracks current, aggregate, monthly expense activity against an annual trend line, generated from the previous five years of financial information. The trend line provides a reasonable estimation of how expenses are expected influence the Authority’s financials throughout the year, and consider the effects of those one-time, lump sum payments for certain recurring annual costs.
Staff is monitoring spending in relation to incoming revenue, however immediate impacts seem minimal; overall solid waste tonnage remains stable despite the significant decrease of commercial wastes resulting the local and State SIP orders, and expense controls of non-essential needs allow for strong cash flow for the Authority. Staff anticipates these actions to provide, at bare minimum, stable operations throughout the SIP orders. Expenditures related to ongoing operations and other activities at the Transfer Station remain depressed, but steady, as staff restrict spending on non-essential items while continuing to ensure services and disposal of waste materials continued uninterrupted by the impacts of COVID-19.

Monthly disbursements are anticipated to not follow general disbursement patterns from previous months, as administrative staff must spread their processing activities over fewer days on site, and requisition procedures take longer as management generates and reviews paperwork while working intermittently between the office and remotely. Disbursements are included, as per usual, in Attachment D; staff is available for specific questions related to these disbursements. The most notable change will be the total money required for the scale change bank: without CRV activities, the cash on hand in the Scalehouse will provide change to Tip Floor operations for much longer than usual, and therefore less cash is required for ongoing operations. Otherwise, disbursements are anticipated to not deviate too far from normal.

Attachment C provides a general overview of Authority activity: however, with the anticipated and current significant changes to activity resulting from COVID-19 pandemic SIP orders and general operating needs, the following information provides a general overview of the impacts on tonnage and traffic, as compared to an average of previous activity over the last three years (in which tonnage numbers were approximately identical to the original tonnage and activity estimated in the Fiscal Year 2019-2020 budget).

If the following charts show significant impacts from COVID-19 over the coming months, staff will discuss those impacts below.
For May 2020, traffic in general tended upwards; however, total tonnage is below the total amounts received in 2019. The closure of several non-essential businesses impacted total tonnage, however traffic remains steady and higher than it was in 2019. This suggests, comparing tonnage profiles from May 2019 to May 2020, that more traffic was residential, resulting in more trips with smaller tonnage per trip, while commercial and franchise drop off decreased, as a result of non-essential business closures due to the SIP.

Overall impacts related to the pandemic are minimal, as tonnage for the year remains high, and reductions in spending related to the pandemic and various service closures have offset the slight downward tonnage trend.

Further impacts from traffic, as compared to total tonnage, will be evaluated month to month through the pandemic and relaxation of SIP orders. Additionally, as commercial activity potentially increases, staff will monitor and report on the lasting impacts of the SIP orders as relates to the Fiscal Year 2020-21 budget.

**Attachments:**
A) Authority Balance Statement, May 2020
B) Authority Statement of Operations, May 2020
C) Activity Report, May 2020
D) Cash Disbursements, May 2020
<table>
<thead>
<tr>
<th></th>
<th>5/31/2020</th>
<th>6/30/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS AND DEFERRED OUTFLOWS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Investments</td>
<td>$4,499,953</td>
<td>$4,671,245</td>
</tr>
<tr>
<td>Accounts Receivable:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer (Net of Doubtful Accounts)</td>
<td>908,312</td>
<td>1,048,179</td>
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<tr>
<td>Grants</td>
<td>9,377</td>
<td>62,454</td>
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<tr>
<td>Deposits and Prepaid Expenses</td>
<td>27,211</td>
<td>134,971</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td>$5,444,853</td>
<td>$5,916,849</td>
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<tr>
<td><strong>Noncurrent Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant and Equipment, Net</td>
<td>4,475,906</td>
<td>4,531,624</td>
</tr>
<tr>
<td>Waste Authority Contract</td>
<td>221,171</td>
<td>221,171</td>
</tr>
<tr>
<td><strong>Total Noncurrent Assets</strong></td>
<td>$4,697,077</td>
<td>$4,752,795</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>$10,141,930</td>
<td>$10,669,644</td>
</tr>
<tr>
<td><strong>Deferred Outflows:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension Plan</td>
<td>353,026</td>
<td>353,026</td>
</tr>
<tr>
<td><strong>Total Assets and Deferred Outflows</strong></td>
<td>$10,494,956</td>
<td>$11,022,670</td>
</tr>
<tr>
<td><strong>LIABILITIES, DEFERRED INFLOWS AND NET POSITION(DEFICIT)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable and Accrued Liabilities</td>
<td>2,325</td>
<td>747,215</td>
</tr>
<tr>
<td>Accrued Payroll</td>
<td>161,169</td>
<td>149,327</td>
</tr>
<tr>
<td>Customer Deposits</td>
<td>35,095</td>
<td>2,869</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td>$198,589</td>
<td>$899,411</td>
</tr>
<tr>
<td><strong>Noncurrent Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term Debt Due After One Year</td>
<td>1,670,781</td>
<td>2,486,471</td>
</tr>
<tr>
<td>Net Pension Liability</td>
<td>586,002</td>
<td>586,002</td>
</tr>
<tr>
<td>Estimated Closure and Post-Closure Care Costs</td>
<td>9,541,001</td>
<td>9,541,001</td>
</tr>
<tr>
<td><strong>Total Noncurrent Liabilities</strong></td>
<td>$11,797,784</td>
<td>$12,613,474</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$11,996,373</td>
<td>$13,512,885</td>
</tr>
<tr>
<td><strong>Deferred Inflows:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension Plan</td>
<td>43,190</td>
<td>43,190</td>
</tr>
<tr>
<td>Unavailable Revenue</td>
<td>114,703</td>
<td>65,958</td>
</tr>
<tr>
<td><strong>Total Liabilities and Deferred Inflows</strong></td>
<td>$12,154,266</td>
<td>$13,622,033</td>
</tr>
<tr>
<td><strong>NET POSITION (DEFICIT)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Investment in Capital Assets</td>
<td>3,026,296</td>
<td>2,266,324</td>
</tr>
<tr>
<td>Unrestricted (Deficit)</td>
<td>(5,625,658)</td>
<td>(5,772,678)</td>
</tr>
<tr>
<td><strong>Total Net Position</strong></td>
<td>$940,052</td>
<td>$906,991</td>
</tr>
<tr>
<td><strong>Total Liabilities, Deferred Inflows and Net Position</strong></td>
<td>$10,494,956</td>
<td>$11,022,670</td>
</tr>
</tbody>
</table>
### Humboldt Waste Management Authority

**Statement of Revenues, Expenses, and Changes in Net Position**

*For the Eleven Months Ending 5/31/2020*

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
<th>$ Var</th>
<th>% Var</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING REVENUES:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Waste Management Fees</td>
<td>6,944,146</td>
<td>6,996,571</td>
<td>(52,425)</td>
<td>(.75%)</td>
</tr>
<tr>
<td>Less: Pass-Through Fees</td>
<td>359,056</td>
<td>1,207,345</td>
<td>(848,289)</td>
<td>(70.26%)</td>
</tr>
<tr>
<td>Net Waste Management Fees</td>
<td>6,585,090</td>
<td>5,789,226</td>
<td>795,864</td>
<td>13.75%</td>
</tr>
<tr>
<td>Green Waste Fees</td>
<td>375,694</td>
<td>391,655</td>
<td>(15,961)</td>
<td>(4.08%)</td>
</tr>
<tr>
<td>Other Fees and Charges</td>
<td>1,887,046</td>
<td>1,644,360</td>
<td>242,686</td>
<td>14.76%</td>
</tr>
<tr>
<td>Other Operating Revenues</td>
<td>1,387,301</td>
<td>1,678,039</td>
<td>(290,738)</td>
<td>(17.33%)</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td>10,235,131</td>
<td>9,503,280</td>
<td>731,851</td>
<td>7.7%</td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations and Maintenance</td>
<td>6,311,640</td>
<td>5,606,359</td>
<td>705,281</td>
<td>12.58%</td>
</tr>
<tr>
<td>Administrative and General</td>
<td>1,565,846</td>
<td>2,713,943</td>
<td>(1,148,097)</td>
<td>(42.3%)</td>
</tr>
<tr>
<td>Professional Services</td>
<td>97,425</td>
<td>68,063</td>
<td>29,362</td>
<td>43.14%</td>
</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>372,879</td>
<td>385,512</td>
<td>(12,633)</td>
<td>(3.28%)</td>
</tr>
<tr>
<td>Closure-related Expenses</td>
<td>207</td>
<td>(207)</td>
<td>(100%)</td>
<td></td>
</tr>
<tr>
<td>Other Expenses</td>
<td>740,537</td>
<td>801,307</td>
<td>(60,770)</td>
<td>(7.58%)</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>9,088,327</td>
<td>9,575,391</td>
<td>(487,064)</td>
<td>(5.09%)</td>
</tr>
<tr>
<td><strong>Operating Income (Loss)</strong></td>
<td>1,146,804</td>
<td>(72,111)</td>
<td>1,218,915</td>
<td>(1690.33%)</td>
</tr>
<tr>
<td><strong>NONOPERATING REVENUES (EXPENSES):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest Income</td>
<td>110</td>
<td>110</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Rental Income (Net of Expenses)</td>
<td>112,672</td>
<td>114,024</td>
<td>(1,352)</td>
<td>(1.19%)</td>
</tr>
<tr>
<td>Grant Revenue</td>
<td>(23,530)</td>
<td>(294)</td>
<td>(23,236)</td>
<td>7903.4%</td>
</tr>
<tr>
<td>Grant Expense</td>
<td>(47,250)</td>
<td>(609)</td>
<td>(46,641)</td>
<td>7658.62%</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>(41,012)</td>
<td>(35,151)</td>
<td>(5,861)</td>
<td>16.67%</td>
</tr>
<tr>
<td><strong>Total Nonoperating Revenues (Expenses)</strong></td>
<td>990</td>
<td>77,970</td>
<td>(76,980)</td>
<td>(98.73%)</td>
</tr>
<tr>
<td><strong>Change in Net Position</strong></td>
<td>1,147,794</td>
<td>5,859</td>
<td>1,141,935</td>
<td>19490.27%</td>
</tr>
</tbody>
</table>

July 9, 2020

Printed on Recycled Paper
## Waste Tonnage

<table>
<thead>
<tr>
<th></th>
<th>Year to Date</th>
<th>Prior YTD</th>
<th>% of Prior</th>
<th>Year to Date</th>
<th>Prior YTD</th>
<th>% of Prior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Franchise</td>
<td>36,520</td>
<td>40,552</td>
<td>90.1%</td>
<td>$4,714,450</td>
<td>$5,230,380</td>
<td>90.1%</td>
</tr>
<tr>
<td>Self Haul</td>
<td>20,178</td>
<td>19,325</td>
<td>104.4%</td>
<td>$3,155,290</td>
<td>$3,017,098</td>
<td>104.6%</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>56,698</strong></td>
<td><strong>59,877</strong></td>
<td><strong>94.7%</strong></td>
<td><strong>$7,869,740</strong></td>
<td><strong>$8,247,478</strong></td>
<td><strong>95.4%</strong></td>
</tr>
<tr>
<td>Humboldt Sanitation</td>
<td>10,676</td>
<td>6,936</td>
<td>153.9%</td>
<td>$1,052,342</td>
<td>$683,672</td>
<td>153.9%</td>
</tr>
<tr>
<td>ERD</td>
<td>4,875</td>
<td>4,838</td>
<td>100.8%</td>
<td>$480,540</td>
<td>$476,875</td>
<td>100.8%</td>
</tr>
<tr>
<td><strong>TOTAL.</strong></td>
<td><strong>72,249</strong></td>
<td><strong>71,651</strong></td>
<td><strong>100.8%</strong></td>
<td><strong>$9,402,622</strong></td>
<td><strong>$9,408,024</strong></td>
<td><strong>99.9%</strong></td>
</tr>
</tbody>
</table>

### Greenwaste

<table>
<thead>
<tr>
<th></th>
<th>Year to Date</th>
<th>Prior YTD</th>
<th>% of Prior</th>
<th>Year to Date</th>
<th>Prior YTD</th>
<th>% of Prior</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,593</td>
<td>4,019</td>
<td>114.3%</td>
<td>$326,676</td>
<td>$289,283</td>
<td>112.9%</td>
</tr>
</tbody>
</table>

## Household Hazardous Waste

### Customers

<table>
<thead>
<tr>
<th></th>
<th>Year to Date</th>
<th>Prior YTD</th>
<th>% of Prior</th>
<th>Year to Date</th>
<th>Prior YTD</th>
<th>% of Prior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>397</td>
<td>500</td>
<td>79.4%</td>
<td>$33,052.08</td>
<td>$31,936.16</td>
<td>103.5%</td>
</tr>
<tr>
<td>Residential</td>
<td>5,379</td>
<td>3,101</td>
<td>173.5%</td>
<td>$3,465.65</td>
<td>$4,818.61</td>
<td>71.9%</td>
</tr>
<tr>
<td>Fortuna Residential</td>
<td>0</td>
<td>0</td>
<td>-</td>
<td>$570,674.50</td>
<td>$482,677.87</td>
<td>118.2%</td>
</tr>
<tr>
<td><strong>TOTAL.</strong></td>
<td><strong>5,776</strong></td>
<td><strong>3,601</strong></td>
<td><strong>160.4%</strong></td>
<td><strong>$607,192</strong></td>
<td><strong>$519,433</strong></td>
<td><strong>116.9%</strong></td>
</tr>
</tbody>
</table>

### Revenue from Countywide Fee

<table>
<thead>
<tr>
<th></th>
<th>Year to Date</th>
<th>Prior YTD</th>
<th>% of Prior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from Countywide Fee</td>
<td>$570,674.50</td>
<td>$482,677.87</td>
<td>118.2%</td>
</tr>
</tbody>
</table>

## Traffic Count

<table>
<thead>
<tr>
<th></th>
<th>Average Daily Count YTD</th>
<th>Exceptions</th>
<th>Average Daily Count Prior YTD</th>
<th>Exceptions</th>
<th>% of Prior</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>413</td>
<td>None</td>
<td>353</td>
<td>None</td>
<td>117.0%</td>
</tr>
<tr>
<td>August</td>
<td>306</td>
<td>None</td>
<td>344</td>
<td>None</td>
<td>89.0%</td>
</tr>
<tr>
<td>September</td>
<td>385</td>
<td>None</td>
<td>342</td>
<td>None</td>
<td>112.6%</td>
</tr>
<tr>
<td>October</td>
<td>368</td>
<td>None</td>
<td>324</td>
<td>None</td>
<td>113.6%</td>
</tr>
<tr>
<td>November</td>
<td>326</td>
<td>None</td>
<td>324</td>
<td>None</td>
<td>100.6%</td>
</tr>
<tr>
<td>December</td>
<td>334</td>
<td>None</td>
<td>303</td>
<td>None</td>
<td>110.2%</td>
</tr>
<tr>
<td>January</td>
<td>344</td>
<td>None</td>
<td>326</td>
<td>None</td>
<td>105.5%</td>
</tr>
<tr>
<td>February</td>
<td>319</td>
<td>None</td>
<td>277</td>
<td>None</td>
<td>115.2%</td>
</tr>
<tr>
<td>March</td>
<td>275</td>
<td>None</td>
<td>320</td>
<td>None</td>
<td>85.9%</td>
</tr>
<tr>
<td>April</td>
<td>326</td>
<td>None</td>
<td>326</td>
<td>None</td>
<td>100.0%</td>
</tr>
<tr>
<td>May</td>
<td>372</td>
<td>None</td>
<td>335</td>
<td>None</td>
<td>111.0%</td>
</tr>
<tr>
<td>June</td>
<td>308</td>
<td>None</td>
<td>308</td>
<td>None</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Year-to-Date Average</strong></td>
<td>343</td>
<td>None</td>
<td><strong>325</strong></td>
<td>None</td>
<td><strong>105.4%</strong></td>
</tr>
</tbody>
</table>
### Disbursements

**Paid To** | **Amount** | **Paid To** | **Amount**
--- | --- | --- | ---
Ads in Motion | $4,800.00 | New Directions Environmental M | $1,200.00
Advantage Financial Services | $265.84 | North Coast Journal | $288.60
Airgas USA LLC West Division | $95.50 | North Coast Laboratories, Ltd | $216.00
Allison Poklemba | $15,870.00 | Northern California Gloves | $2,054.56
AT & T | $179.37 | Northern California Safety Con | $120.00
B & B Portable Toilet Company | $6,494.18 | Pacific Gas & Electric | $4,910.03
Bicoastal Media Group | $1,200.00 | Paradigm Software, LLC | $518.00
Blue Shield of California | $39,859.54 | Pierson Building Center | $355.20
Cardmember Service | $8,022.88 | Recology Humboldt County | $225.00
City of Eureka | $7,736.95 | Schuyler Rubber Co., Inc | $3,765.89
Cox Rasmussen & Co | $200.00 | SCS Field Services | $250.00
CRV Cash | $150.00 | SETCO | $759.50
Crystal Springs Bottled Water | $130.00 | Sharps Solutions LLC | $665.00
Dry Creek Landfill, Inc | $347,198.34 | Specialty Traffic Systems | $113.87
FedEx | $124.14 | Staples Credit Plan | $206.07
Financial Pacific Leasing | $11,940.12 | Suddenlink | $208.45
Freon Free Inc | $360.50 | SWANA Legislative Task Force | $1,750.00
GEO Plastics (CA) | $4,845.56 | Thumper’s Mechanical Service | $3,853.79
Golder Associates | $17,091.62 | Toyota Financial Services | $333.08
Humboldt Insurance Co | $3,103.56 | UNUM Life Insurance Company of | $253.75
Humboldt Community Services Di | $33.40 | US Bank Office Equipment Finan | $367.25
Humboldt County DHHS | $852.14 | Valley Pacific Petroleum | $2,426.27
HUMBOLDT SANITATION CO. | $21,194.12 | Verizon Wireless | $573.94
I-5 Tire, Inc | $1,999.25 | Western Baler & Conveyor, Inc | $7,489.54
James L Able Forestry Consulta | $556.75 | Western Chain Saw | $450.21
Lawrence & Associates | $3,598.75 | World Class Environmental Resou | $1,866.00
Loral Uber | $56.40 | 
Mad River Union | $202.00 | Personnel Expenses | $152,541.28
Mendes Supply Company | $2,199.92 | 
Mission Uniform & Linen | $1,205.01 | 
Nancy Diamond | $2,080.20 | 
New Directions Environmental M | $1,200.00 | 

**Total Disbursements** | **$692,607.32**
Staff Report

DATE: June 29, 2020                   For Meeting Of: July 9, 2020

FROM: Jill Duffy, Executive Director

SUBJECT: Item 4)
Eureka Recycle Center Operational Status - Informational Item

RECOMMENDED ACTION: Informational Only.

Summary
This information is presented to the Board to provide an understanding of the Eureka Recycling Center’s activities, including CRV Buyback services.

As a result of the coronavirus pandemic, the Eureka Recycling Center was closed in mid-March 2020 because HWMA’s core essential operations are to handle and dispose solid wastes and manage the environmental systems at the Cummings Road Landfill. During this period, we continued to accept appliances, e-wastes and mixed recyclables at the Transfer Station and encouraged customers to place CRV and Non-CRV recyclable materials into their curbside bins or drop off at the Transfer Station for automated processing by our contractor.

This informational report was developed to assist the Board provide staff direction on the next agenda item as the Board considers the required provisions to protect staff and customers, and staffing level requirements to resume partial services at the Eureka Recycling Center.

Overview
Eureka Recycling Center
The Eureka Recycling Center (ERC) accepts source separated recyclable materials (glass, paper, cardboard, aluminum, plastic), electronic wastes, scrap metal, televisions and used appliances, and is a certified California redemption center for used beverage containers (CRV Buyback).

- Free drop-off of mixed paper and cardboard, steel, bi-metal and aluminum cans, numbers 1 through 7 plastic containers, glass containers and scrap metal
- Free drop-off of non-freon/ammonia containing appliances (dishwashers, stoves, water heaters etc)
- Fee-based drop-off of televisions
- Free drop-off of electronic waste for residents; fee-based drop off for commercial customers
- Buyback of California Redemption Value (CRV) aluminum, glass and plastic containers.
Approximately 4,000 tons is processed, baled, marketed and shipped to market annually from the ERC, comprised of 3,000 tons of recyclable materials and an additional 1,000 tons of CRV beverage containers.

**Eureka Recycling Center Staffing & Activities**
Prior to the pandemic, the ERC was open 7 days a week with modified weekend hours for site housekeeping and cleaning. A total of eight (8) staff members were necessary for Monday thru Friday operations, with five (5) staff members on the weekends. These staffing levels were necessary to handle receipt of regular ERC materials (source separated recyclables, e-wastes, appliances) and CRV Buyback activities, perform cash transactions, appliance dismantling, material baling, marketing and loading of material for freight and record-keeping. Staff members are cross trained in multiple areas of operations, including the Tip Floor and Cummings Road Landfill. This increases overall operational flexibility and allows staff to be assigned across operations as needed for special projects, vacation coverage, or other needs.

**California Redemption Value Buyback**
**Legislative Overview & Obligated Redemption Locations**
The CA Beverage Container Recycling and Litter Reduction Act passed in 1986 and established a recycling program, designed to be a self-funded, to accomplish two primary goals:

1) Reduce litter; and  
2) Achieve a recycling rate of 80 percent for eligible containers

The deposit program, which predates curbside collected recycling programs, served to incentivize consumers to recycle instead of throwing these materials into the trash. This is accomplished by consumers paying a California Redemption Value (CRV) deposit when they purchase beverages from a retailer. Once the beverage is consumed, the consumer may then redeem the container at a certified recycling center (includes reverse vending machines) and receive their CRV deposit back. CRV deposit and redemption is $0.05/containers < 24 ounces, and $0.10 for each container < 24 ounces.

CalRecycle is required to identify convenience zones (areas within a one-half mile radius around supermarkets that are listed in the Progressive Grocers Guide and have total sales of at least $2 million annually). Every convenience zone not specifically exempted by CalRecycle must have a certified recycling center in the zone or each dealer within its boundaries that sells beverages must either 1) redeem containers within the store or 2) make a daily payment of $100 to the State.

CalRecycle identified 23 convenience zones in Humboldt County, and over the years, has granted exemptions from providing CRV redemption services to 78% of them.

- 18 convenience zones were granted an exemption.  
- 1 convenience zone is unserved.  
- 4 convenience zones are serviced by certified recycling centers including HWMA (Eureka), Recology Eel River Disposal (Fortuna/Redway), or Humboldt Sanitation (McKinleyville).
Over the past 10 years, certified CRV redemption centers in Humboldt have been reduced to five sites: HWMA (Eureka), Humboldt Sanitation (McKinleyville) and Recology (Fortuna/Redway) recycling centers and Tom’s Trash (dba “New River”), a small outfit with limited hours located in Willow Creek.

These closures have forced the public, who rightfully expect to conveniently redeem their containers, to travel farther and farther from their neighborhoods and daily routines to seek out the remaining available options. Since 2013, the traffic flow, number of customers, and CRV material volume processed by the ERC has steadily increased. In 2013, the average number of CRV transactions per day was 230, with total CRV material processed at 436 tons annually. By 2016, with the subsequent closure of several smaller, privately owned redemption centers, per day transactions increased to approximately 500, with CRV material processed in excess of 1,000 tons annually. These figures have remained constant since 2016 for the simple reason that staff is physically unable to process more transactions in a regular workday. For comparison, there are 480 minutes in an 8-hour workday. On average ERC staff processes over one transaction per minute. It should be noted that all this has been done with no significant change in staff at the Eureka Recycling Center while continuing to provide additional recycling and drop off opportunities.

CalRecycle’s lack of enforcement regarding convenience zones, and their continued propensity to offer exemptions to retailers, who are obligated to perform buyback activities by State law, has placed an ever-increasing burden upon the remaining redemption sites.

**Pandemic Impacts**

Following local, state and federal declarations and the Shelter-In-Place related to the coronavirus pandemic, Eureka Recycling Center staff were reassigned to the Tip Floor and Cummings Road Landfill to ensure adequate protection and resiliency of HWMA’s essential operations and minimize employees from potential viral exposure. Employees were assigned into specific work areas (Transfer Station, Landfill, Scale House and Administration) then placed into designated groups with no staffing overlap. High risk employees or employees with childcare coverage issues were provided accommodations.

Additional contributing factors include:

- There is a higher risk of exposure related to manually handling used beverage container and cash transaction, an inability to ensure social distancing and ensure onsite safety guidelines are followed by the public.

- HWMA’s broker ceased acceptance of materials beginning March 21st and is now slowly reopening with strict material acceptance protocols.

- HWMA’s certificate from CalRecycle to operate expired May 31st, and HWMA is waiting for recertification.

- To reopen the ERC and meet social distancing and sanitary protocols, HWMA is making site design modifications to ensure social distancing, container disinfection and minimal material handling.
As staff plans to resume non-essential services, we have secured County certification and assessed the staffing scenarios required to resume ERC activities in accordance with the reopening plan. This includes specified days/week service, designated working groups with no overlap, and an increase of staff for CRV buyback traffic control, and sanitizing collection containers to protect employees and reduce potential coronavirus transmission.

Unintended Consequences of ERC Suspension

- **Streetside Salvaging & Debris** – With the suspension of all CRV Buyback activities, there’s been a significant decrease of garbage and debris left in the streets from individuals salvaging through bins & residential containers throughout Eureka.

HWMA is responsible for maintaining trash pick-up along the unimproved parcel across the street and along West Hawthorne Street. In the 3 months prior to the ERC closure, the weekly average of confrontations with individuals on the vacant property was 11 per week; since the closure this number has reduced to 5. Illegally disposed trash has seen a similar downturn, with weekly averages decreasing from 590 pounds pre-closure to 350 pounds post-closure.

There has also been a dramatic decline in confrontational behavior from customers. In the 3 months prior to the closure, ERC staff requested a supervisor or higher-level staff member 41 times. By comparison, within the same timeframe the Tip Floor had 7 instances were a supervisor or higher-level staff was needed. There has also been a decrease in IV drug use in proximity to the facility, as well as a decrease of discarded syringes. An average of 35 syringes were collected weekly prior to the ERC closure, post-closure has seen that number reduced to 17 syringes per week.

**Facility Break Ins** – Because of the value of CRV material, the volume accepted and stored onsite, the ERC is a frequent afterhours burglary target where individuals steal CRV containers and then bring them in to “redeem” for cash during operating hours. With the suspension of all CRV Buyback centers, HWMA has experienced a significant decline in site alarms, break ins, theft and police response.

Funds to Operate Eureka Recycling Center/CRV Redemption

Funds to operate the Eureka Recycling Center are derived, in order of most to least financially significant, through the following:

1) **Solid Waste Tip Fee Support**

In addition to scrap value received from the sale of commodity materials, HWMA’s approved FY 20-21 Budget allocates $775,000 to enable ERC recycling & CRV Buyback activities.

- The budget was developed just prior to the spread of the coronavirus pandemic in the U.S.
- HWMA’s Waste Management Fee includes $9.56/ton charge on solid waste to support ERC’s Recycling Program activities (about $674,000 annually).
- In FY 2020-21, the approved budget also allocated approximately $101,000 to support the ERC activities.
- HWMA will be asking the Board to consider additional financial support to reopen and meet guidelines to reduce coronavirus transmission.
2) CRV Customer Pay Out & Scrap Value
HWMA pays out the CRV value to the customer and reimbursed 30-45 days later by the commodity broker for CRV and Scrap Value payment.
- The CRV component is expected to be revenue neutral, however due to a number of factors, actual CRV reimbursement generally comes at a small loss; and
- Scrap value is dependent upon domestic and international market value(s) of the material type to offset recycling center operations and transportation costs. Scrap value of materials are at 10-15 year low and no longer covers the cost to provide CRV services.

3) CalRecycle Processor Payment – for beverage container types that has a scrap value less than the cost of recycling, CalRecycle established a payment program to help support Certified Processors. HWMA is not a designated Processor and receives only incidental support paid through glass processing payments.

4) Other Scrap Activity – HWMA receives e-wastes, appliances, miscellaneous scrap metal, plastics, cardboard and paper. This material is baled and shipped to brokers. Revenue from these materials offsets some Eureka Recycling Center costs to operate and transportation materials to market.

Increasingly, CRV Redemption Centers in California rely on non-CRV related funding sources to continue to offer buy back services. CRV is no longer a program that has the ability to self-sustain its operations. Because of this, the State of California has experienced mass closures of private redemption centers, an increase of State issued subsidies, and a continued outcry from stakeholders that the CRV is a program becoming less and less viable with each passing year.

A Future without CRV Buyback Services
HWMA is currently at maximum diversion, or recycling activities, due to our current site footprint, staffing and material volumes. There is no available space should new recycling opportunities or programs be developed in the industry.

CRV redemption activities absorb approximately 60% of the footprint of the Eureka Recycling Center. Freeing up that space will allow Operations the ability to shift certain activities from the Transfer Station to the ERC, lessening the traffic strain that currently presents itself at high traffic times.

In addition to source-separated recyclable materials, non-standard materials not requiring the use of scales (e.g. carpet, mattresses, tires) could be accepted and staged in the ERC. This would allow the Transfer Station a much-needed reprieve in traffic volumes, along with a clear delineation of where services are offered: Recycle at the ERC, and trash disposal at the Transfer Station. This delineation would reduce confusion about what materials can and cannot be recycled, what area of the facility they are accepted, and reduce staff time related to internally transferring these wastes. Education and outreach would become easier, with the overall operations becoming more streamlined and easier to understand, improve customer understanding, and reduce recyclable materials accidently disposed of in the solid waste stream.
Staff Report

DATE: June 29, 2020

FROM: Jill Duffy, Executive Director

SUBJECT: Item 5)
Hawthorne Transfer Station, Eureka Recycling Center and Cummings Road Landfill Levels of Service and Staffing Scenarios

RECOMMENDED ACTION: Roll Call Vote.

That the Board:

1) Receive Recommendations of Staffing Level Requirements to Operate the Hawthorne Street Transfer Station, Eureka Recycling Center and Cummings Road Landfill; and
2) Approve Suspension of the CRV Buyback Services for an Undetermined Time Period; and
3) Other Direction as Appropriate.

Summary
As staff navigates restoration of HWMA’s services in a COVID-impacted setting, staff recommends the Board approve the proposed levels of services and staffing necessary to 1) maintain services at the Hawthorne Street Transfer Station and Cummings Road Landfill, and 2) operations at Hazardous Waste Facility and Eureka Recycling Center with reduced hours, and 3) reluctantly recommends the Board suspend CRV Buyback activities until further notice due to economic and safety cost considerations.

Discussion
HWMA employees handle waste and recyclable materials and operations at the Hawthorne Street Transfer Station, maintain environmental systems at the Cummings Road Landfill, and play a critical and essential role in ensuring the protection of public and environmental health. Protecting our workforce during this public health emergency while ensuring that trash is properly handled is crucial.

Prior to the pandemic, HWMA’s staffing needs to support activities performed at the Hawthorne Street Transfer Station and the Cummings Road Landfill required the full time equivalent of 36.5 positions. The staffing coverage enabled:

- 7 day/week coverage at the Transfer Station & Eureka Recycling Center
- 6 day/week coverage at the Hazardous Waste Collection Facility serving residential and small quantity generators
- 5 day/week coverage at HWMA’s Main Business Office and the Cummings Road Landfill.
State & Local Shelter-In-Place Orders

Following local, state and federal emergency declarations and the Shelter-In-Place (SIP), staff were reassigned to ensure adequate protection and resiliency of HWMA’s essential operations and protect employees from potential exposure to coronavirus. Employees were assigned to specific work areas (Transfer Station, Landfill, Scale House and Administration) then placed into designated work groups with no staffing overlap – this restricts potential viral transmission in the event someone becomes infected and enables coverage so core operations may continue. Management modifications include providing 7 day/week presence at the Transfer Station, with telework for limited employees. Employees at higher risk for contracting coronavirus, or employees with childcare coverage issues, were provided accommodations. Additionally, in the early months of the pandemic some employees self-isolated following possible exposure and/or experiencing symptoms consistent with COVID-19.

As non-essential services, the Eureka Recycling Center and CRV Buyback activities were suspended as well as hazardous waste collection. HWMA resumed limited acceptance of hazardous waste generated by small quantity business generators in late April, by appointment only.

While discarded and used materials entering the Transfer Station may have been used by those infected with COVID-19, standard waste handling procedures generally protect employees from having direct contact with garbage. In all operational areas, modifications were implemented to limit personal interaction, minimize unnecessary material handling, ensure that customers maintain social distancing during interactions with our operational, scale house and office staff, increase use of personal protective equipment (PPE), installation of physical barriers, use of face coverings, and increase sanitation cleaning activities including regular workspace, common areas and equipment disinfection.

Eureka Recycling Center CRV Buyback activities were suspended because they pose a higher threat to exposure of the COVID-19 virus and HWMA’s ability to perform our core essential solid waste handling services in the event of an employee illness. CRV Buyback activities entail direct handling of weigh baskets, used beverage containers and cash payouts. Since January 2016, the ERC staff interacted with an average of 490 customer per day, with an average daily payout of $3,000.

The Hazardous Waste Collection facility accepts hazardous waste from residential and small quantity business generators. Residential collection was suspended and acceptance of business generated hazardous waste was reduced to one-day per week due to a lack of available staffing.

Two Transfer Station personnel were assigned, trained and provide coverage at the Cummings Road Landfill. Beginning in May, the flare operations at the Cummings Road Landfill have consumed considerable efforts as methane production has waned, resulting in the flare routinely shutting down on a daily basis. Landfill operations now requires 7 days/week coverage as staff monitors the methane extraction and destruction system. With the frequent flare shutdowns, there have been a series of mechanical failures as the 20-year-old system was not designed to turn on and off on a daily basis, nor have substantial fluctuations in gas availability of pressure. HWMA actively coordinates with our operations engineer to ensure safe and compliant approaches, as well as communicating regularly with the air district. HWMA’s engineers are evaluating necessary infrastructure retrofitting and/or equipment replacement options which will be presented to the Board at a future date.
Restoration of Services

As the State begins to ease SIP requirements and allow for the phased reopening approach to navigate the presence COVID-19, HWMA will need to determine the appropriate staffing levels for desired service levels as we implement a phased restoration of our non-essential services over the next year or two. This will enable HWMA to be nimble in protecting our essential services while striving to provide non-essential services.

HWMA submitted its reopening plan to the Humboldt County Office of Emergency Services for certification in early June which was approved on June 26th.

Management has assessed the staff necessary to resume most non-essential services in this pandemic setting. This includes maintaining a 7 day/week coverage at the Transfer Station and Cummings Road Landfill, 5 days/week for Eureka Recycling Center providing only non-CRV recycling services, and resume residential and business hazardous waste collection activities. Employees will remain in designated working groups with no overlap and implementation of measures to reduce potential coronavirus transmission.

Cummings Road Landfill
Due to the remote nature of the landfill, site conditions and unreliable cell coverage, HWMA normally has two staff members assigned to perform regular maintenance and environmental system monitoring activities 5 days per week. Staffing was modified at the outset of the pandemic by assigning two additional employees to the Transfer Station to the landfill. This created two landfill working groups, each comprised of an experienced operator and trainee to ensure operational resiliency, training and coverage in the event an employee or working group contracting the coronavirus infection.

Unrelated to the pandemic, the landfill gas generation rate from Cummings Road Landfill has decreased such that it will not support operation of the flare on a reliable basis and requires a system improvements. Staffing at the landfill now requires 7 days per week coverage.

Recommendation: That the Board approve internally allocate two full-time Material Diversion Technicians from the Transfer Station to the landfill.

Transfer Station & Eureka Recycling Center
Overall available staffing has temporarily decreased by four with the assignment of two employees at the Cummings Road Landfill, one high risk employee on leave and one position vacancy due to resignation. Remaining staffing covers basic solid waste management services, but employee absences do result in the Director of Operations providing operational coverage. Transfer Station and ERC staff members are crossed trained to provide coverage in both work areas in separated groups.

Solid Waste Tip Floor to maintain a 7-day week operation with no change in facility hours, to receive public self-haul, franchise and contractor waste, perform diversion activities (mattresses, tires, recyclables etc), load trailers and perform routine cleaning requires a minimum of six (6) employees assigned to the Tip
Floor daily, Monday through Friday. On Saturdays and Sunday, the Tip Floor requires a minimum of four (4) staff members due to lack of franchise deliveries.

**Eureka Recycling Center:**

*Source Separated Materials:* Propose to reduce ERC operations from 7 days per week to 5 days per week to minimize the need to hire additional personnel, and allow the Authority to accept source separated recyclable materials, appliances, e-wastes, tv’s, dismantle appliances, prepare e-waste/tv items for shipping, baling of recyclable materials and transportation loading with the existing eight (8) employees.

*CRV Buyback Service:* Suspend 7 days per week of CRV Buyback services.

**Recommendation:** That the Board approve reduction of two (2) Material Diversion Technicians for reallocation to the Landfill; and resume Eureka Recycling Center activities on a 5 days per week schedule; with suspension CRV Buyback activities.

**Hazardous Waste Facility**

Overall staffing requires 2.25 FTE to provide hazardous waste collection services for residential and businesses 6 days per week. Two personnel have been temporarily assigned to backfill 1 position to the Tip Floor and 1 position to the Scale House. The remaining 0.25 FTE has provided coverage for satellite collection services and processing business hazardous wastes one day per week.

A 5-day week operation with no change in facility hours would provide for full-service to residents and business with no change in personnel.

**Recommendation:** With reduction of one day of services, no additional staff increase to HHW is necessary.

**Scale House**

Overall staffing requires 5.5 FTE to provide customer service related to the weight, data collection and to process charges associated with solid waste and Eureka Recycling Center acceptance 7 days per week. To accommodate employees with childcare needs and/or out on leave due to family emergencies during the pandemic, HWMA brought in a temporary extra-help employee to provide coverage.

With the adjustment of services provided at the Eureka Recycling Center, coverage needs would be reduced, and the current staffing could be used more efficiently at the Main Scalehouse and Recycling Scalehouse, without a requirement to change personnel.

**Recommendation:** No staff change is necessary.

**Main Business Office**

Due to space constraints in meeting social distance recommendation in the Main Business Office, administrative staff and HWMA managers are assigned to provide office coverage 7 days a week. The restroom facilities will remain closed to public use,
employees and customers are required to wear masks in the enclosed space, with only one customer at a time allowed into the Main Business Office.

HWMA managers rotate 7 days a week on-site coverage, conduct regular conference calls and telework to ensure minimal physical interaction with each other. This schedule enables managers being available to address any employee or customer issues or complaints.

Recommendation: No staff change is necessary.

If the Board opts not to decrease CRV Buyback services, then the Board will need to identify and provide direction as to the number of additional employees willing to be brought in, and whether or not those employees should be full-time or part-time (with corresponding benefits offered).

FISCAL IMPACT:

With a slight reduction in services in the Eureka Recycling Center and Hazardous Waste Facility, there are no anticipated changes to staffing costs. The increased Landfill staffing requires would be offset by the decrease in staffing in Operations; if, in the future, Landfill staffing could be decreased, the staff would return to the Transfer Station to expand hours of services at the Eureka Recycling Center and Hazardous Waste.

ALTERNATIVES:

Staff presents the following options for Board discussion and asks whether the Board is willing to increase the threshold of financial support to:

1. **Resume partial Eureka Recycling Center and CRV Buyback Services (5 days/week)**
   Staff does not support this option due to the challenge of ensuring that non-essential employees remain in separate work groups to prevent interaction with essential employees and HWMA’s core operations. Three (3) additional employees are necessary to conduct CRV Buy Back activities, to assist in traffic control, perform sanitizing of collection containers and other commonly touched areas, and assist in handling increased material volumes. This is above and beyond the eight (8) employees ERC listed above, and will require recruitment and hiring for these positions. Estimated fully encumbered costs for additional personnel is approximately $200,000 which would need to come from an increase to the Waste Management Fee or Authority Reserves.

   Additionally there will be a need to secure extra-help as necessary to handle an anticipated significant influx of customers by providing onsite outreach, traffic control and assist with material handling for an undetermined period of time.

2. **Resume full Eureka Recycling Center and CRV Buyback Services (7 days/week)**—Staff does not support this option due to the challenge of ensuring that non-essential employees remain in separate work groups to prevent interaction with essential employees and HWMA’s core operations. Anticipated staffing need for CRV Buyback is an additional 6 FTE to provide coverage 7-days/week, with an anticipated cost of approximately $400,000 which would need to come from an increase to the Waste Management Fee or Authority Reserves.
As identified above, there will be a need to secure additional extra-help as necessary to handle an significant influx of customers by providing onsite outreach, traffic control and assist with material handling for an undetermined period of time.

3. **Continued closure of Eureka Recycling Center until COVID-19 threat has passed** – This alternative is discouraged as there is a significant demand for recycling services related to source-separated recyclable materials, appliances, e-wastes, flat screen tv’s and the need to process collected materials from the Tip Floor.