



# Environmental Services Department Landfill Operations Preliminary Statement of Work (Pre-SOW)

Rules Committee  
July 13, 2011

# AGENDA

- Purpose and roles
- Current services
- Performance standards
- Issues and answers
- Pre-SOW revisions
- Quality Assurance Framework
- Next steps



# PURPOSE

The Preliminary SOW includes:

- Description of the function(s) to be competitively sourced
- Current or budgeted service levels associated with the function(s) selected for competition

The Preliminary SOW:

- Allows public comment on and Council approval of those service levels, or alternative ones, setting the foundation upon which the SOW will be developed; and
- Ensures no unintended degradation in service levels as a result of managed competition.



# ROLES

- Mayor:
  - Determines which functions are appropriate for competition
- City Council:
  - Determines the service levels and performance standards for the functions



# CURRENT SERVICES

The Pre-SOW includes five service areas:

- Landfill Operations
- Greenery Operations
- Hazmat Landfill Load Check
- Fee Booth Operations
- Landfill Maintenance and Monitoring (LMM)



Under the Pre-SOW, the City maintains responsibility for:

- Setting policy and prices/fees
- Compliance with laws and regulations
- Lease terms with the military
- Environmental monitoring oversight



# Services, Hours of Operation, and Locations

#	Services	Hours of Operation	Location
1	Landfill Operations	361 days per year. Monday to Friday: 7:00 AM – 4:30 PM Saturday, Sunday & holidays: 7:30 AM – 4:30 PM Only disposal site in San Diego County that is open on Sundays.	West Miramar Landfill
2	Greenery Operations	Same as Landfill Operations	West Miramar Landfill
3	Hazmat Landfill Load Check	Same as Landfill Operations	West Miramar Landfill
4	Fee Booth Operations	Same as Landfill Operations	West Miramar Landfill
5	Landfill Maintenance and Monitoring	Monday to Friday	8 closed landfills 8 closed burn sites



# CURRENT PERFORMANCE STANDARDS



Current Performance Measures/Landfill Function	Current Service Level
Airspace utilization factor/Landfill Operations	0.50
Tons of waste disposed/ Landfill Operations	909,484
Tons of material processed/Greenery Operations	103,203
Total commodity sales/Greenery Operations	\$450,071
Number of State Minimum Standard Notice of Violations received/Miramar Landfill and Greenery	1
Tons of hazardous waste diverted from the Miramar Landfill/Hazmat Load Check	19.1
Number of customers served at fee booth/Fee Booth	350,305



# CURRENT PERFORMANCE STANDARDS (Cont'd)



Current Performance Measures	Current Service Level
Number of customers served per fee booth employee/Fee Booth	21,894
Total revenue collected/Fee Booth	\$31 million
Percent of extraction wells sampled annually/Landfill Maintenance and Monitoring	100%
Number of State Minimum Standard Notice of Violations (NOVs) received, Inactive Landfill sites and burn sites/LMM	1



# CURRENT PERFORMANCE STANDARDS (Cont'd)



Current Performance Measures	Current Service Level
Percent of surface water sampling and reporting for NPDES permits complete/LMM	100%
Percent of landfill gas emission and monitoring performed quarterly/LMM	100%
Percent of groundwater well sampling and reporting completed as required under RWQCB Order 97-11/LMM	100%
Percent of quarterly solid waste inspections conducted on inactive landfills and burnsites/LMM	100%



# Issues and Answers

Issue at previous Rules mtg.	Response
Risk of military not approving	In a meeting with the Mayor, military has expressed only three concerns with potential managed comp of operations (and they are comfortable with our approach to date on each item): City retains oversight and responsibility, particularly where the environmental issue are concerned; Navy keeps its favorable waste disposal; and Fortistar agreements not affected. Otherwise, they voiced no other concerns and expected to work with us on obtaining federal approval, if necessary.
Risk of violating lease terms	City retains ultimate responsibility for under the lease; City employees will continue to provide oversight in key areas.
Risk of violating regulations	<ul style="list-style-type: none"><li>• City retains ultimate responsibility for compliance; City employees will continue to provide oversight in key areas.</li><li>• City's Local Enforcement Agency states that there is no perceptible difference in environmental performance between publicly and privately operated landfills.</li></ul>



# Issues and Answers, cont.

Issue at previous Rules mtg.	Response
Previous release of proprietary data	<ul style="list-style-type: none"> <li>• AFSCME did not follow up to provide their specific concerns.</li> <li>• Review reveals that nothing was inappropriate to release.</li> </ul>
Landfill operations are inherently governmental	Of 141 landfills in California, 5% are publicly owned and privately operated, 35% are privately owned and operated, and 60% are publicly owned and operated.
Concern about drop in City revenue	Fees are set by the City and flow directly to the City, so there will be no change in revenue. City will consider including feedback from Treasurer and/or Auditor on best practices for internal controls of the fee booth activities to prevent fraud or favoritism.
Won't benefit the General Fund	City's General Fund pays about \$9M annually in tipping fees. Savings achieved via managed competition delay or reduce future need to increase tipping fees.
Pre-SOW doesn't have enough detail	<ul style="list-style-type: none"> <li>• Purpose of Pre-SOW is for Council to approve service levels and performance standards it desires.</li> <li>• The SOW will contain much more detail than Pre-SOW.</li> </ul>



# Pre-SOW Revisions

- Added more detail to the activity descriptions
- Clarified that fee calculations and adjustments remain the responsibility of the City
- Added a list of regulatory agencies
- Added a list of requirements of the Ground Lease with the Navy
- Provided more detail on performance standards related to airspace utilization, greenery materials processed, and violations
- Retained oversight of Hazmat enforcement

**Landfill Operations Preliminary Statement of Work**  
~~June-July 09~~ ~~May-10~~, 2011

Landfill operations are one of the responsibilities of the City of San Diego's Environmental Services Department.

*Functions and Services*  
 The Landfill functions include:

- Landfill Operations
- Greenery Operations
- Hazmat Landfill Load Check
- Fee Booth Operations
- Landfill Maintenance and Monitoring (LMM)

The City of San Diego intends to acquire the services of a provider (City employees or outside vendor) to operate its active landfill operations at the West Miramar Landfill as well as the City's eight closed landfills and eight burn sites.

The City will retain responsibility for environmental compliance, enforcement, franchise and fee booth oversight, and the Ground Lease with the U.S. Navy. Functions related to enforcement include Fee Booth Operations, Hazmat Landfill Load Check and Greenery Operations. Therefore, a portion of operations will be removed from competition to ensure these responsibilities are met.

The services that will be considered include:

Activity <sup>1</sup>	Detailed Description of Current Services
Landfill Operations	Receive and push waste to desired location at landfill face. Compact waste to reach desired density. Cover waste with appropriate daily, intermediate and final cover (i.e., tarp, dirt, alternative daily cover). Maintain commercial and public tipping areas. Excavate, stockpile and transport cover material as needed. <u>Use an Automated Tarring Machine (ATM) to deploy reusable landfill cover tarps and preserve the space of the landfill. To accommodate the ATMs need to deploy tarps on a relatively flat surface to avoid damage to machinery and/or adjacent slopes, apply dirt and/or mulch in the corners to square-up tarp placement. Per the Local Enforcement Agency (LEA) restrictions, tarps can only stay deployed on the trash for three days before having to be removed and trash slopes covered with an advancing trash face or an approved daily cover practice. Minimize edge dirt and mulch as ADC usage to the maximum extent possible, but exterior slopes and the top deck still need at least 6-inches of cover on a daily basis.</u>
Push, compact and cover waste	<u>In extreme inclement weather when it is not possible for the dozer mounted ATM to traverse the saturated trash face to deploy the tarps and dry dirt is not possible to access, the daily cell may be covered with mulch as ADC.</u>

<sup>1</sup> Many of the activities performed at the active and inactive landfill sites are supported by private contractors. Attachment 1 provides a list of contracts associated with landfill operations.

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# Quality Assurance Framework

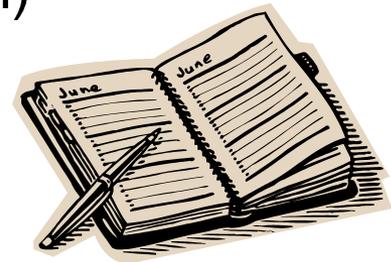
The City has a Quality Assurance Framework in place to support Managed Competition. It consists of the following components:

- Statement of Work (SOW)
- Transition plan
- Performance bond option or provider substitution
- MCIRB evaluation
- Quality Control Plan (QCP)
- Quality Assurance Surveillance Plan (QASP)
- Contract management personnel
- Contractual remedies
- Audits



# Next Steps

- Present Preliminary Statement of Work to full Council for approval (July 25 or 26, 2011)
- Develop Statement of Work, involving represented employees, and Request for Proposal (July 2011 – October 2011)
- Advertise, issue, and post RFP (early November 2011)
- Receive proposals (January 2012)
- MCIRB evaluation of proposals (January 2012 - April 2012)
- Meet & confer with labor (Unknown duration)
- Recommendation to Council (TBD)



# Questions?



City of San Diego

