



CITY OF SANTA BARBARA

COUNCIL AGENDA REPORT

AGENDA DATE: April 15, 2008
TO: Mayor and Councilmembers
FROM: Administration Division, Finance Department
SUBJECT: Proposed Creation Of An Environmental Services Manager Position

RECOMMENDATION:

That Council adopt, by reading of title only, A Resolution of the Council of the City of Santa Barbara Amending Resolution No. 07-053, the Position and Salary Control Resolution for Fiscal Year 2008, Affecting the Water Resources Division of the Public Works Department Effective April 15, 2008, to create the position of City Environmental Services Manager.

DISCUSSION:

On March 11, 2008, staff presented to City Council a Solid Waste Action Plan (Plan) for Fiscal Years 2008 through 2011, containing several proposed projects, timelines and staffing changes. A key element of the proposed staffing changes is the creation of an Environmental Services Manager position to provide a dedicated, full-time manager to better guide staff in developing and implementing the numerous innovative projects and programs detailed in the Plan.

City Council approved other proposed staff changes, but requested additional information and time to consider the proposed creation of a manager position. The purpose of this report is to provide City Council with this additional information and to enable Council to better evaluate the need for the position.

The proposal to create a full-time management position to oversee the Environmental Services Division stems from the following important considerations:

1. The innovative nature of the efforts currently underway and planned;
2. The level of effort required in connection with the existing refuse contracts;
3. The City's expanding role in regional programs; and
4. The need for a permanent and more sustainable organizational structure.

REVIEWED BY: _____ Finance _____ Attorney _____ Name of Additional Department(s) That Need to Review CAR

Agenda Item No. _____

Each of these considerations is discussed below.

Innovative Nature of Efforts Underway and Planned

Historically, the City has been a leader in its efforts to protect the environment, including the area of recycling and solid waste management. With an official diversion rate of 66%, the City is one of the leaders in the State in recycling and related efforts to divert municipal solid waste from the landfill. The City's official diversion goal is 70% by 2010 and, unofficially, 85% by 2020.

Achieving these important goals requires the implementation of programs and initiatives that oftentimes are innovative and leading-edge. Some examples include:

1. Foodscrap Recovery and Composting - The planned implementation of this program across the business sector next calendar year will establish the City as one of just fifty-three jurisdictions in the entire country, of which twenty-nine are in King County (Seattle) and Alameda County (Oakland), and one of just three in Southern California, to have such a program.
2. Mixed Recycling - We are one of just a few cities that will be employing an aggressive market-based approach, supported by dedicated staff providing technical assistance, education and outreach to encourage recycling in all sectors.
3. Universal/Electronic Waste Collection – Our plans to establish a curbside collection program for universal waste will set the City apart from most jurisdictions in the United States that traditionally provide only limited options for disposal of these potentially hazardous materials.

Because of the innovative nature of these and other programs, a significant amount of analysis – and more importantly, management oversight - will be necessary to ensure that they are well thought out, have been vetted through a public process, and are designed in such a way to increase the likelihood of their success. This will be one of the key responsibilities of the proposed Environmental Services Manager.

The Level of Effort Required In Connection With Existing Refuse Contracts

The City currently contracts with two haulers for refuse services provided to City residents, with each hauler serving one-half of the service area. These contracts, valued at approximately \$18 million, were executed in 2003 and are set to expire in June 2013. Beginning within two years of their expiration, considerable time and effort will be required on the part of City staff and the refuse haulers to negotiate new and updated terms and conditions. Given the highly complex nature of these contracts, the negotiations will need to be led by someone that can work through the legal, financial and programmatic elements in a way that ensures the final contract represents the best interests of all parties.

In the interim, City staff and the haulers have begun working on making changes to the existing contracts to clean-up ambiguous and confusing language, and making adjustments based on new developments and changes in circumstances affecting the terms and conditions agreed to almost five years ago. We anticipate this effort will continue through December 2008.

City's Expanding Role in Regional Programs

In addition to providing vision and direction to City efforts on a number of innovative projects, the Environmental Services Manager will have an important and time-consuming role in a number of regional and multi-jurisdictional efforts.

A good example is the current conversion technology (CT) project, which has been undertaken as a joint effort between the City and the County of Santa Barbara. The implementation of a conversion technology facility could cost \$40-\$60 million and would dramatically change the way the south coast handles its municipal solid waste. If directed to move forward based in part on the results of a CT Feasibility Study currently underway, the next steps will involve:

1. Working with other affected jurisdictions, including the County of Santa Barbara, and the cities of Buellton, Solvang, and Goleta, to develop a framework for each jurisdiction's obligations and levels of participation,
2. Determining the manner in which the facility will be governed,
3. Establishing how the facility will be owned,
4. Identifying the funding mechanism(s) to pay for the project and
5. Developing the most practical, cost-effective approach to construct and operate the facility.

In general, as the City leads the way with innovative programs as previously discussed, it will necessitate changes to existing systems and approaches that will likely affect the financial balance of regionally-operated facilities. The Environmental Services Manager, therefore, will play a critical role in working with the County and other affected jurisdictions to ensure that the financial implications of implementing the City's new solid waste management systems and diversion programs are appropriately and rationally considered at a regional level, and that consensus and cooperation can be built among the participating jurisdictions.

Need for a Permanent and Sustainable Organizational Structure

The creation of an Environmental Services Manager, as well as other changes already approved, will establish a much more stable and appropriate organizational structure that will help ensure the Environmental Services Division continues to move forward in accordance with its Plan and established priorities in a timely manner. It will also be the first time since its inception that the solid waste operation has had a dedicated full-time manager. In fact, over the past several years, the delayed implementation of some of the City's planned recycling projects and programs was due more to a lack of vision and clear direction by a dedicated manager, rather than a lack of skilled technical staff.

In assigning the management and oversight responsibilities of the Environmental Services Division to the Assistant Finance Director, the intent was that this would be a 1-2 year assignment. It also recognized that the level of time that could be devoted would be less than 100% in light of other duties and responsibilities. While the Assistant Finance Director has been able to devote approximately 50-60% of his time to this function since August 2007, this level of effort is not sustainable. In fact, with the needs assessment associated with the replacement of the entire financial management system now underway, the availability of the Assistant Finance Director to provide the needed management oversight to the Environmental Services Division will be reduced substantially in order to lead that multi-million dollar and multi-year project.

BUDGETARY IMPACTS

The cost in the current fiscal year of approximately \$11,000 will be funded from existing appropriations. The fiscal year 2009 cost will be approximately \$137,000.

SUSTAINABILITY IMPACTS:

Recycling municipal solid waste and the City's other efforts to divert materials from the landfill have considerable beneficial impacts to the environment. The United States Environmental Protection Agency has developed metrics that provide clear evidence of reduced greenhouse gas emissions through recycling, which result in the creation of products using recycled feedstock versus using virgin, natural resources. The work efforts of a well-functioning Environmental Services Division contribute greatly to the City's goal of becoming a more sustainable community.

ATTACHMENT: Environmental Services Proposed Organizational Chart

PREPARED BY: Robert Samario, Assistant Finance Director

SUBMITTED BY: Robert D. Peirson, Finance Director

APPROVED BY: City Administrator's Office

**CITY OF SANTA BARBARA
Environmental Services Division
Proposed Organizational Chart**

Position	Total
E. S. Manager	1.00
E.S Supervisor	1.00
E. S. Specialist II	3.00
E. S. Specialist I	1.00
Code Enfor. Officer	1.00
Outreach Coord.	0.50
Recycling Educ.	2.00
Admin. Specialist	1.00
Total FTE's	10.50

