Special Meeting of the North Richmond
Waste & Recovery Mitigation Fee
Joint Expenditure Planning Committee

Wednesday, August 5, 2009
1:00 pm – 3:00 pm
Richmond City Hall | 440 Civic Center Plaza | Richmond, CA 94801

Members:
Richmond City Councilmember Nathaniel Bates, **Chair**
Incorporated Area NRMAC Representative Lee Jones, **Vice Chair**
Unincorporated Area NRMAC Representative Dr. Henry Clark
Contra Costa County Supervisor John Gioia
Richmond City Mayor Gayle McLaughlin
Richmond City Councilmember Maria Viramontes
Unincorporated Area NRMAC Representative Joe Wallace

Meeting Agenda:

1. Welcome and Introductions

2. Public Comment on any item not on the agenda (not to exceed 2 minutes)

3. Approve July 8, 2009 Meeting Minutes

4. Provide direction to staff regarding the development of the 2010-2011 Expenditure Plan and set a Special Meeting date in September to consider initial funding recommendations

5. Receive report about enforcement activities conducted by staff dedicated to the North Richmond Mitigation Funding Area

6. Consider report regarding alternative approaches and establish subcommittee to explore issues and provide input regarding the staffing and oversight of the Community Services Coordinator position

7. Receive updates regarding 2008-2009 Expenditure Plan strategies

8. *Adjourn* - Next regular meeting is scheduled for October 28, 2009 from 3-5pm

Agendas, meeting notes and other information regarding this committee can be found online at:
www.cccounty.us/nr -or- www.cccrecycle.org/committee
Meeting materials will be made available for public inspection, during business hours at 450 Civic Center Plaza in Richmond, within 72 hours of meeting date and time.

The North Richmond Waste & Recovery Mitigation Fee Joint Expenditure Planning Committee will provide reasonable accommodations for persons with disabilities planning to attend the Committee's meeting. Please call or e-mail Committee Staff (LaShonda Wilson, City of Richmond, (510) 620-6828, lashonda_wilson@ci.richmond.ca.us) at least 72 hours before the meeting.

Special Meeting
North Richmond Waste & Recovery Mitigation Fee
Joint Expenditure Planning Committee

Meeting Minutes

Wednesday, July 8, 2009
1:30 pm – 3:00 pm
Richmond City Hall
440 Civic Center Plaza
Richmond, CA 94804

Members in Attendance:
Richmond City Councilmember Nathaniel Bates, **Chair**
Contra Costa County Supervisor John Gioia *(portion)*
Unincorporated Area Representative Dr. Henry Clark
Unincorporated Area Representative Joe Wallace *(portion)*
Richmond City Councilmember Alternate Mayor Gayle McLaughlin
County Supervisor Alternate Luz Gomez *(portion)*
Incorporated Area Representative Alternate Johnny White
Unincorporated Area Representative Alternate Maricela Navarro *(portion)*

Members Absent:
Richmond City Councilmember Jim Rogers
Incorporated Area Representative Lee Jones, **Vice Chair**
Richmond City Councilmember Maria Viramontes

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1. **Welcome and Introductions**

2. **Public Comment**
   Harold Beaulieu addressed the Committee regarding the Popsicle Project - Safe Routes to School program. Mr. Beaulieu worked with the students at Verde Elementary.

3. **Review and Approve May 6, 2009 Meeting Notes/ Minutes**
   Minutes from the meeting were approved.

4. **Consider correspondence from Community Housing Development Corporation of North Richmond's (CHDC) related to the Community Services Coordinator position as it relates to language in Strategy 4 of the 2008-2009 Second Amended Expenditure Plan and any related potential changes to be recommended to the City/County.**
   Committee Chair Nathaniel Bates announced that this special meeting was convened at the request of Committee members Jones, Clark and Wallace in order to discuss matters related to the recent Community Services Coordinator (CSC) personnel change. Committee member Clark explained that he and other Committee members representing the MAC asked that this issue be listed on the agenda so that issues could be discussed openly because it is the only way to be

sure to maintain truth and trust. At the last Committee meeting in May, Saleem Bey who was then serving as the Community Services Coordinator presented various items which the Committee supported and therefore community and MAC members were shocked to learn that soon thereafter Mr. Bey had been terminated. Committee member Clark went on to explain that there is a great deal of support for Mr. Bey within the community and that they would like to see him restored to the Community Services Coordinator (CSC) position possibly as an independent contractor with a public entity and/or employed through a local non-profit like the Neighborhood House of North Richmond. Committee Member Wallace stated that he would abstain from vote on this item.

The Community Services Coordinator is a full-time position listed as Strategy 4 in the 2008 – 2009 Second Amended Expenditure Plan which is identified as being funded "through the Community Housing and Development Corporation of North Richmond" (CHDC). Don Gilmore, Executive Director of CHDC was present and addressed the Committee. Mr. Gilmore explained that their organization has been working in and with the North Richmond community for many years and therefore found the current state of affairs related to this personnel issue quite discouraging. He indicated that Mr. Bey had made a presentation to the CHDC Board on June 17th and thereafter was sent a letter in which the CHDC Board notified him of their decision to take no further action related to his termination. Committee member Bates inquired as to the basis for the termination to which Mr. Gilmore replied that he was not at liberty to discuss details related to personnel matters but did acknowledge that the decision was based on more than a single issue/occurrence. Mr. Gilmore also stated that he hired someone on a temporary, part-time basis until this issue was resolved in an effort to fulfill their contractual obligations with the City.

Committee member Clark advised that he had particular concern about rumors that had been circulating in the community which he wanted to have discussed openly. The rumors involved County representatives possibly contacting and/or pressuring CHDC regarding Mr. Bey's position following attendance at the May Committee meeting. Various community members addressed the Committee to express support for Mr. Bey as well as pose questions and voice concerns related to his termination. Committee member Gioia indicated neither he nor others in his office had any involvement in CHDC's personnel decision. County staff responded to a question from a member of the community indicating staff had not been in contact with CHDC to request any action be taken with respect to the CSC position. Saleem Bey addressed the Committee to express concerns related to his termination and CHDC's oversight. He also voiced his commitment and appreciation to the community for the support they have provided. Mr. Bey indicated that without him serving as the CSC the community has really lost the central driving force needed to finish what he started.

Committee staff advised that the Committee does not have the authority to oversee/manage this position but instead could consider recommending change to the Expenditure Plan language which currently names CHDC. However, she noted that doing so would only be considered a recommendation unless and until both the

City and County granted final approval for the amended Expenditure Plan. She also informed the Committee that additional action would be required related to the City's existing contract with CHDC, which includes this position and multiple other Expenditure Plan strategies. Lastly, she advised that the terms of the contact between the City and CHDC likely entitles CHDC to partial payment which would have to be paid using 2008-2009 Expenditure Plan funding.

Committee member Bates made a motion that the portion of the CHDC contract related to the CSC position be terminated and directed staff to work with legal counsel and the committee to identify options/alternatives that could be explored with respect to staffing and oversight of this position. Committee member Clark suggested the motion include that the options to be explored should include potentially staffing position using an independent contractor or contracting through a different non-profit entity. Committee member McLaughlin clarified that the motion should specifically incorporate recommended change in Expenditure Plan language to reflect the position would be funded "through a non-profit or public agency".

All Committee members, except for Committee Member Gioia and Committee Member Wallace (abstained from vote), voted to recommend that the City and County consider approval of an amendment to the 2008/2009 Expenditure Plan to include the proposed language change under Strategy 4.

5. **Receive Tonnage and Revenue Projections for 2010 – 2011**
   Staff said that the 2010-2011 Tonnage and Revenue Projections included in the Committee packet were straight-forward and did not require explanation, but noted that the projected revenue for the next two year period is expected to be significantly lower than projected or actual revenue in 2008-2009.

6. **Receive staff report regarding summary of 2008 – 2009 Expenditure Plan costs incurred to date by the City and County**
   The Committee received a brief presentation by Staff highlighting information provided in the staff report and attached budget table related to the expenditures incurred as of July 1, 2009 under the 2008-2009 Expenditure Plan. Committee staff explained that the estimated amounts shown as remaining does not include any costs for Committee staff which is reconciled near the close of the funding cycle and also does not reflect any third-party costs which have not yet been invoiced to or paid by the City or County. Staff also noted a complete and final summary of actual expenditures for 2008/2009 will not be available until the first quarter of calendar year 2010. Staff recommended that the Committee not include any allocation of funding that was received in 2008/2009 in the allocations to be recommended in the initial 2010/2011 Expenditure Plan and instead wait until actual final costs are known in early 2010 at which time the Committee could develop recommended allocations of unexpended mitigation fees received in 2008/2009 to either add additional funding to existing strategies and/or fund creation of new strategies.

   Committee member Clark raised concern about an increase in dumping since Deputy Monroe was reassigned at an old Hot Spot located near the corner of

Battery & Rheem. Committee member Bates noted that the combined amounts budgeted for dedicated law and code enforcement staff represent a significant portion of the overall budget; he requested Committee staff to provide a report at the next meeting regarding actual cases/tickets as well as arrange for the appropriate enforcement staff to attend in case there are questions. Deputy Varady, one of the dedicated officers working in North Richmond, was in attendance and provided a brief verbal report regarding the three active dumping Hot Spots they have been focusing on (Battery/Alamo, Dead end of 6th & border of the Funding Area near East Bay Parks land). The Deputy also indicated that they recently conducted two commercial dumping investigations; they were able to get the suspects to remove the dumped material in one instance and in the other case the suspect had an outstanding warrant and was taken to jail.

7. Provide direction to staff regarding various issues related to the development of the 2010 – 2011 Expenditure Plan

Staff outlined the proposed use of a phased approach to develop the 2010/2011 Expenditure Plan that would ensure that approvals could be obtained in adequate time to ensure any ongoing strategies could be maintained without interruption. Committee staff proposed to formulate initial funding allocations for the 2010/2011 Expenditure Plan using a budget that only includes the amount of mitigation fees projected to be collected in 2010-2011 based upon Republic Services' tonnage projections. Staff also indicated that they plan on developing the next two-year Expenditure Plan without naming specific entities within the strategy language. Not including the names of specific entities within the Expenditure Plan itself provides more flexibility during implementation and minimizes delays that would be required to officially amend language if there was any need to change which entity is named specifically. Furthermore, this approach is much less likely to be inconsistent with the City and County policies and procedures governing procurement and contracting. Lastly, staff highlighted many of the existing strategies that are likely to be recommended for inclusion in the next two-year Expenditure Plan based upon usage, perceived need and/or community input.

Committee member alternate Gomez suggested that staff attend a couple of community meetings to solicit input about the 2010-2011 Expenditure Plan using informal brainstorming type of approach with large pad of paper and pens. Committee member Bates said anyone interested in providing input should be encouraged to attend these Committee meetings, which are noticed in advance and open to the public, so that they can actively participate in the process and be heard by the persons that have been charged with making official recommendations.

Committee member Clark asked staff to find out where the mitigation funding is deposited, whether there is interest being accrued and if so, what happens to that interest so that it can be presented at the next meeting. Committee member Bates indicated that the 2010-2011 Expenditure Plan and budget be discussed at the next meeting, including recommendations regarding Expenditure Plan strategies, report from staff related to effectiveness of existing strategies as well as any suggestions Committee members may have regarding new programs.

8. Adjourn

The Committee adjourned the meeting at 3:40 pm.

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STAFF REPORT
North Richmond Waste & Recovery Mitigation Fee
Joint Expenditure Planning Committee

MEETING DATE: August 5, 2009

AGENDA ITEM: 4

SUBJECT: Development of the 2010/2011 Expenditure Plan

RECOMMENDATION(S):

CONSIDER and PROVIDE feedback and suggestions about the use of a phased approach to the development of the 2010/2011 Expenditure Plan, including the following key elements:

1. September 2009 - *Establish special meeting* in September for Committee to consider and provide direction on a preliminary budget for the 2010-2011 Expenditure Plan.
2. Fall 2009 – Preparation of the *draft recommended 2010-2011 Expenditure Plan* and budget based solely on the amount of Mitigation Fee funding expected to be collected in 2010 and 2011 which would be amended in 2010 to include any additional funding determined to be unexpended.
3. October 28, 2009 – Consideration and *final adoption of recommended 2010-2011 Expenditure Plan* during the final regularly scheduled meeting in 2009 in order to ensure adequate time for City and County to adopt a Plan prior to 2010.
4. November/December 2009 - Schedule the *recommended 2010-2011 Expenditure Plan* for consideration and approval by the Richmond City Council and the Contra Costa County Board of Supervisors so there will be adequate time to negotiate with any parties necessary to ensure no disruption of existing strategies intended to be continued beyond 2009.
5. Spring 2010 – Begin preparation of recommended funding allocations for any *unexpended 2008/2009 mitigation fees collected* that would be used to supplement the initial budget adopted in late 2009.
6. April 28 or July 28, 2010 - Consideration and *final adoption of recommended amendments to 2010-2011 Expenditure Plan* with additional funding allocations during one of these regularly scheduled Committee meetings and submit for City/County approval.

BACKGROUND:

The 2008/2009 Expenditure Plan covers costs to implement and maintain the approved strategies through December 31, 2009. Staff expects that the 2010-2011 Expenditure Plan would contain at least some of the existing approved strategies, potentially including strategies that either fund dedicated staff positions or activities which are implemented pursuant to contracts with third-parties. Therefore, time is of the essence and it is critical that we allot adequate

time to ensure that all required City and County approvals can be obtained related to the 2010-2011 Expenditure Plan and related contracts prior to the close of 2009 so that any existing strategies could continue uninterrupted.

Staff proposes to use a phased approach to developing the 2010/2011 Expenditure Plan because it is expected to provide the most efficient and cost effective means of maintaining any ongoing strategies while still providing the Committee with maximum flexibility. The first phase would occur in *late 2009* involving the development of an initial 2010-2011 Expenditure Plan budget that would not include any funding received in 2008-2009. The second phase would occur in early to mid-2010 involving the allocation of any of the funding that may remain from the 2008-2009 Expenditure Plan intended to supplement the initial budget established for the 2010-2011 Expenditure Plan.

First Phase: In the Fall 2009, staff would formulate initial funding allocations for the 2010/2011 Expenditure Plan that would be provided to the Committee for consideration. These initial funding allocations would reflect a budget that only includes the amount of Mitigation Fee funding expected to be received in 2010-2011 based upon Republic Services' tonnage projections (currently estimated[1] to be a total of $1,177,611.10 for 2010/2011). The priority funding allocations to be addressed in this first phase would be any existing strategies which are intended to be continued into 2010 without interruption, such as dedicated staff positions. The timing of this first phase is intended to provide adequate time to ensure that the City and County are able to consider and approve the Committee's recommended 2010/2011 Expenditure Plan as well as enter/amend any contracts necessary before the close of 2009 in order to avoid disruption of services for any existing strategies that will be recommended to continue into 2010.

Revenue Expected in 2010-2011 Compared to 2008-2009

The projected revenue for the next two year period is lower than projected or actual revenue in 2008-2009. According to the Tonnage & Revenue Projections provided to the Committee on July 8th, the average revenue expected per month will be $47,785.81, which is $9,941.51 less per month than the revenue projected at the time the 2008/2009 Expenditure Plan budget was established and $3,834.97 less than the average monthly revenue actually received in 2008/2009. We will not know until the end of the year how similar the 2008-2009 actual revenue will compare to the projected revenue shown below.

Projected Revenue for 2008-2009:	$1,361,456
Actual Revenue to date for 2008 – 2009:	$ 921,024
Projected Revenue for 2010-2011:	$1,177,611

[1] This amount calculated using the 2009 Mitigation Fee amounts, these per ton fee amount are adjusted each calendar year based on change in the CPI. The CPI data used to calculate the 2010 fee amounts have just been released and staff has determined that there will be not change in fee amounts next year due to the negligible increase in the CPI.

Second Phase: The timing of this second phase is dictated by availability of final accounting data for the actual 2008/2009 expenditures which would be sometime in the first quarter of 2010. Sometime next Spring, Staff would provide the exact amount of additional funding available and could begin formulating supplemental 2010/2011 Expenditure Plan funding allocations for consideration by the Committee. There is no firm deadline for finalizing recommendations in this second phase, which means the Committee will not be pressured for time when considering how best to allocate any 2008/2009 funding that remains unexpended nor have to rush to make final decisions. This provides the Committee with more flexibility to weigh alternatives (create new strategies –vs- supplement budget amounts for existing strategies) and formulate recommended amendments to the 2010/2011 Expenditure Plan budget before having to submit for consideration by the City Council and Board of Supervisors.

Unexpended Mitigation Fees in 2010-2011 Compared to 2008-2009
Approximately 41% of the funding allocated under the 2008-2009 Expenditure Plan happened to be the amount of unexpended mitigation fees that had been collected in 2006-2007 and carried over into the new two-year cycle. It is not clear at this early date what proportion of the 2010-2011 Expenditure Plan budget will come from unexpended mitigation fees collected in 2008-2009.

Unexpended Mitigation Fees from 2006-2007: $ 946,676
Unexpended Mitigation Fees from 2008-2009: $???

Committee Input Needed for the 2010-2011 Expenditure Plan

2010/2011 Expenditure Plan Funding Split: Staff will not be able to determine whether the existing funding split (listed below) could be achieved for the 2010-2011 Expenditure Plan funding cycle without knowing which strategies are intended to be funded which have somewhat fixed budgetary limitations (e.g. staffing costs, see further discussion in next section). Staff proposes that preliminary funding allocations be developed without establishment of desired funding splits, based upon the below recommendations and input the Committee will provide at this August meeting related to existing strategies desired to continue. Staff could then prepare cost estimates reflecting which strategies would have budgets with somewhat fixed funding amounts (e.g. cost/activity that is not scalable, such as staff positions or routine/contract services) as opposed to scaleable (e.g. vouchers or outreach materials) for the Committee's consideration at the proposed special meeting in September. The Committee would then have adequate information to make decisions about the establishment and use of funding splits to be used in guiding the allocation of funds for the remaining strategies which have more budgetary flexibility (activity could be structured or scaled according to the amount of funds available). The funding split for the 2008/2009 Plan is as follows:

- Prevention & Education: 13%
- Abatement & Enforcement: 56%
- Community Investment: 27%
- Committee Administration/Staffing: 4%

Strategies that fund all or portion of staff positions: As noted above, budgets for strategies primarily based on staffing related costs are somewhat fixed and generally can only be decreased by reducing the number of hours funded. This can be more problematic than it has been in past two-year cycles considering the reduced amount of funding expected in 2010-2011. The following section related to strategy recommendations for 2010-2011 reflects which ongoing strategies have budgets that are based primarily upon staff costs, as well as what proportion of time is funded by the amount currently allocated. Staff needs further direction from the Committee regarding **which of these staffing cost based strategies and the proportion of staff time** most likely to be recommended for funding in 2010-2011. When developing recommendations related to Expenditure Plan strategies that fund City and/or County staff time, it is important to note that only employees within certain position types will be able to provide the type of services desired which have fixed salary and benefit ranges.

Staffing for the Committee and Expenditure Plan Administration
It is critical that adequate funding continue to be allocated for time spent by City/County Staff assigned to support this Committee and to implement, administer and oversee the activities and funding covered in the two-year Expenditure Plans.

Dedicated staffing funded under the "Abatement & Enforcement" strategies
All of the ongoing strategies with budgets based on staffing costs within the Abatement & Enforcement category fund dedicated services within the North Richmond area which are provided directly by City or County Staff. Without mitigation funding, City/County staff would no longer be "dedicated" solely or in part to combating illegal dumping/blight in the North Richmond area. Prior to allocation of funding for dedicated staffing under these Expenditure Plans, the services available and/or the level of services provided to the community varied depending on whether or not the area is within the City limits. It is highly likely that without this funding, the City and County would only be able to assign a fraction of the workforce to providing many of these same services in the North Richmond area. Additionally, there may not be any staff dedicated to handling certain illegal dumping issues (e.g. prosecution). Due to the current economy and impacts from recent decisions about the State budget, the City/County will likely be quite limited in the size of the workforce that can be dedicated to North Richmond.

2010-2011 Expenditure Plan Strategies: Staff recommends that the 2010-2011 Expenditure Plan **include the following existing strategies** be included in the 2010-2011 Expenditure Plan (some of which we have combined into one and/or renamed), based on usage, perceived need and input received to date. Staff requests that Committee members indicate their preferences regarding whether or not to continue funding each of the existing strategies under the 2010-2011 Expenditure Plan cycle. The 2008/2009 Third Amended Expenditure Plan is attached for your reference.

PREVENTION & EDUCATION

1. Bulky Clean-ups
2. Neighborhood Clean-ups
3. Voucher System
4. Community Services Coordinator ***(currently funds Full Time Staff)***
5. Bilingual Outreach Services/Coordinator ***(currently funds Half-Time Staff)***
6. North Richmond Green Campaign

ABATEMENT & ENFORCEMENT

7. City/County Pick-up from Right-of-Way ***(currently funds portion of time spent by several Staff)***
8. Vacant and Abandoned Lot and Properties Clean-up and Fencing
9. Code Enforcement Staff ***(currently funds Full Time Staff)***
10. Graffiti Abatement ***(currently funds portion of time spent by several Staff)***
11. Illegal Dumping Investigator/Officer ***(currently funds portion of Staff time)***
12. Surveillance Cameras
13. Illegal Dumping Prosecutor ***(currently funds Quarter-Time Staff)***

COMMUNITY INVESTMENT

14. Neighborhood Landscaping/Gardening Projects
15. Stipends and Mentorship Program
16. Parks Rehabilitation Initiative
17. North Richmond Greening Project
18. North Richmond Community Art/Safety Projects
19. Capital Improvement Projects

Staff recommends the **following existing strategies not be funded** in 2010-2011, with the exception of those which are noted as being combined with others above. The remaining strategies are not being recommended because they are either one-time projects or found to be infeasible to implement/continue.

Strategy #13 – Increase Nighttime Patrols & Investigations

- All funding for law enforcement services intended to be combined into Strategy #11 recommended above

Strategy # 16b – Servicing, Maintenance and Moving/Removal of Street Cans

Strategy #17d – New Street Can and/or Tile Art Project

- All funding for art related services intended to be combined into Strategy #18 recommended above

Strategy #17f – Safe Routes Program & Community Mural Project

- All funding for art related services intended to be combined into Strategy #18 recommended above

Strategy #17g – West County Watershedz Program

Strategy #17h – Wildcat and San Pablo Creek Enhancements

- Any funding for creek enhancements would be treated as capital improvement type projects which are intended to be combined into Strategy #18 recommended above

It would also be helpful if Committee members provide input regarding any **new strategies** staff should research and prepare estimates for in order to have them considered as a part of the draft funding allocations at the next Committee meeting.

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Exhibit A

2008/2009 Third Amended North Richmond Waste & Recovery Mitigation Fee Expenditure Plan

INTRODUCTION

The Waste & Recovery Mitigation Fee was established as a result of the Draft Environmental Impact Report (EIR) dated November 2003 for the WCCSL Bulk Materials Processing Center (BMPC) and Related Actions (Project). The Project involved new and expanded processing and resource recovery operations on both the incorporated and unincorporated area of the Project site, which the EIR concluded would impact the host community. To mitigate this impact Mitigation Measure 4-5 called for a Mitigation Fee to benefit the host community, described as follows:

> "Mitigation Fee. The facility operator shall pay a Mitigation Fee of an amount to be determined by the applicable permitting authority(ies) to defray annual costs associated with collection and disposal of illegally dumped waste and associated impacts in North Richmond and adjacent areas. The mitigation fee should be subject to the joint-control of the City and County and should be collected on all solid waste and processible materials received at the facility consistent with the existing mitigation fee collected at the Central IRRF."

In July 2004, the City of Richmond and Contra Costa County entered into a Memorandum of Understanding (MOU) agreeing to jointly administer Mitigation Fee monies collected from the BMPC for the benefit of the incorporated and unincorporated North Richmond area.

This North Richmond Waste & Recovery Mitigation Fee Joint Expenditure Planning Committee (Committee) was formed pursuant to the terms of the MOU for the specific purpose of preparing a recommended two year Expenditure Plan. This Expenditure Plan provides a means to jointly administer the Mitigation Fee funding for the benefit of the host community, as described in the EIR. The Expenditure Plan is subject to final approval of the Richmond City Council and the Contra Costa County Board of Supervisors.

BUDGET

The attached Budget Table is incorporated herein by reference. The Budget was developed based on revenue estimates with multiple variables (e.g. number of tons of recovered materials vs. solid waste, per ton gate rate charged and amount of CPI-adjusted per ton Mitigation Fee). Revenue projections may deviate from those provided by Republic and used to prepare the attached Budget Table.

It is likely that some adjustments will be necessary to accommodate variations between estimated and actual revenue as well as disparity between estimated and actual costs for non-fixed cost strategies. Adjustments may be needed due to under-utilization of a particular program if estimated expenditure was based on per unit cost. If the number of units allocated to a particular line item is not exhausted, the remaining funding would need to be redistributed within that expenditure category.

This Expenditure Plan has been designed to maximize efficiency in the administration of the Plan. The Budget includes some line items that are based on fixed costs, however to provide flexibility other line items can be adjusted if needed. Strategies fall under one of these three expenditure categories: Prevention & Education, Abatement & Enforcement and Community Investment.

This Expenditure Plan authorizes Staff to make adjustments for certain line items if needed to account for budget shortfalls or overages. This flexibility will allow the City and County to avoid the delays and costs associated with amending the Expenditure Plan. Additional amendments would only be proposed by Staff if absolutely necessary which will require Staff to convene this Committee as well as seek the approval of the City Council and Board of Supervisors.

DESCRIPTION OF STRATEGIES RECOMMENDED FOR FUNDING

Funding allocations for each strategy can be found in the attached Budget Table. The funding allocation amounts are for the two-year Expenditure Plan period.

STAFF COSTS

Due the staff time necessary for staffing this committee and Expenditure Plan development, implementation and oversight, $100,000 is allocated to accommodate staff costs for both the City and County for calendar years 2008 and 2009.

PREVENTION & EDUCATION

1. **Bulky Clean-ups**
   - Fund subsidy program to provide residents, non-profits and/or commercial enterprises in the Mitigation Fee Primary Funding Area with on-call pick-up service for bulky items that are not accepted in the current on-call clean-ups through Richmond Sanitary Service (RSS)
   - Recommended allocation of $5,000 would fund approximately 120 bulky item pick-ups (at a flat pick-up fee of $41) and must be used in conjunction with disposal vouchers

2. **Neighborhood Clean-ups**
   - Fund one or more neighborhood and/or creek clean-up events in the Mitigation Fee Primary Funding Area
   - Recommended allocation of $25,000 would fund at least two clean-up events (one of which will likely be co-sponsored by the City)

3. Voucher System

- Fund subsidy program to provide residents non-profits and/or commercial enterprises in the Mitigation Fee Primary Funding Area with vouchers for disposal at Republic's transfer station on Parr Blvd.
- Residents allowed up to twelve $5 vouchers per household per year upon request, residents must prove residency when picking up vouchers (vouchers expire after six months, RSS only receives the subsidy for vouchers that are actually redeemed)
- Recommended allocation of $7,500 would fund 1,500 vouchers ($5 each)

4. Community Services Coordinator

- Fund full-time Community Services Coordinator to be overseen by a non-profit or public agency.
- Community Services Coordinator handles various responsibilities related to illegal dumping and blight in North Richmond including but not limited to:
    - respond to 1-800-No Dumping calls regarding illegal dumping in North Richmond,
    - coordinate with RSS & Sheriff's Office to identify/notify individuals potentially responsible for illegal dumping within the Mitigation Fee area,
    - maintain database to track illegal dumping locations and when needed refer details to RSS or City Public Works for removal,
    - provide outreach to the community including implementation and staffing of a Community Block Program, and
    - act as liaison between the community, RSS, City and County regarding illegal dumping and related issues.
- Recommended allocation of $144,262 would fund this position (including salary/benefits/overhead) and related costs for calendar years 2008 and 2009

5. Bilingual Outreach Services/Coordinator

- Fund bilingual outreach and translation service and/or coordinator on a contract basis to:
    - prepare Spanish education, outreach and meeting materials
    - perform specific clerical duties
    - provide translation services at community meetings
    - handle Spanish speaking calls to 1-800-No Dumping from North Richmond area
    - identify opportunities to involve Hispanic community (e.g. attend Hispanic community meetings/events) in fight against illegal dumping and blight
- Recommended allocation of $56,000 would fund the Bilingual Outreach Coordinator position (including salary/benefits/overhead and related costs) and translation services on an as-need basis

6. North Richmond Green Outreach Campaign

- Fund establishment of a public outreach campaign and/or materials directed at reducing illegal dumping and blight in North Richmond
- Print/distribute periodic community newsletter and other materials about illegal dumping/blight issues prepared by Community Services Coordinator
- Hire private consultant to help define approach and design campaign as appropriate/needed
- Elements of the public outreach campaign may include, but are not necessarily limited to:
    - emphasis on increased enforcement/prosecution
    - door-to-door outreach effort targeting areas subject to frequent dumping requesting community's assistance to report illegal dumping and/or independent hauler activities
    - inform community members regarding exact details needed when reporting illegal dumping and who to contact
    - billboards in community which is changed periodically highlighting on-call clean-ups, HHW facility, how to report illegal dumping, etc.
    - public service announcements (PSAs) in English, Spanish and Laotian and broadcast on CCTV and cable networks
    - printed education & outreach materials in English, Spanish and Laotian, which could include: West County specific guide similar to Contra Costa Reuse and Recycling Guide, new/revised brochures (e.g. County's Illegal Dumping Brochures & Richmond's Good Neighbor Brochure), advertisements in Contra Costa Times and other West County publications (listing illegal dumping prosecutions, highlighting educational information that is targeted for season or current events, etc.)
    - identify most effective methods of distribution (eliminate approaches that have not been effective enough in the past)
- Recommended allocation of $50,000 could be adjusted if needed to fit within the budget (e.g. reduced to accommodate revenue below the projected amount)

ABATEMENT & ENFORCEMENT

7. City/County Pick-up from Right-of-Way

- Fund consolidated pick-up program for illegal dumping in the public right-of-way located within the Mitigation Fee Primary Funding Area to supplement similar services provided by RSS in the designated Hot Spot Route
- Consolidating pick-up within the right of way in unincorporated & incorporated areas using the City of Richmond Public Works staff helps create a stable level of service, minimize delays and maximize efficiencies
- City handles pick-up of items from public right-of-way when the items are not suitable for collection in the compactor truck used to service the RSS Hot Spot Route (Hot Spot Route referrals are provided to the City by the Community Services Coordinator)
- Recommended allocation of $120,000 would fund incremental cost for City to provide pick-up in the unincorporated & incorporated areas for an average of 24 hours per week and to cover the cost of mileage, administrative costs and renting equipment as needed

8. Vacant and Abandoned Lot and Properties Clean-up

- Fund clean-up of illegal dumping on vacant/abandoned lots and properties within the Mitigation Fee Primary Funding Area where existing code enforcement processes, staffing levels, and/or funding prove to be inadequate
- As appropriate, obtain summary abatements, place liens on properties, require property owners to sign contract agreeing to fence their property and/or sign waivers allowing clean-up of waste on property
- Recommended allocation of $ 40,000 would fund clean-up of an undetermined number of vacant and abandoned lots and properties depending on the amount of illegally dumped waste on each property

9. Vacant and Abandoned Lot Fencing

- Fund fencing of vacant and/or abandoned lots where chronic dumping occurs within the Mitigation Fee Primary Funding Area when existing fencing ordinance provisions and/or code enforcement processes, staffing levels and/or funding prove to be inadequate
- Establish process to expedite the fencing of certain vacant/abandoned lots as needed to address unique circumstances (e.g. ordinance provisions require delay and specific location poses high-risk, repeated dumping of particularly harmful wastes, etc.)
- Prior to fencing vacant/abandoned lots, require property owners to sign contract agreeing to maintain fence and sign waivers allowing installation of fence on their property, as appropriate
- Recommended allocation of $57,000 would fund fencing of an undetermined number of vacant/abandoned lots

10. Code Enforcement Staff

- Fund additional full-time County code enforcement position, to assist with vacant/abandoned lot abatements and fencing as well as other health/building/zoning violations related to illegal dumping throughout the Mitigation Funding Area (incorporated & unincorporated)
- Recommended allocation of $313,514 would fund a full-time position (including salary/benefits) and related vehicle costs for calendar years 2008 and 2009

11. Graffiti Abatement

- Fund consolidated graffiti abatement program for graffiti visible from the public right-of-way located within the Mitigation Fee Primary Funding Area
- Consolidating graffiti abatement services through the City of Richmond Public Works staff creates a stable level of service, minimizes delays and maximizes efficiencies
- Funding removal of graffiti is not intended to replace existing local ordinance requirements (e.g. holding property owner or parent responsible for clean-up when feasible)
- Prior to removing graffiti located on private property, written approval of property owner shall be obtained when required by local ordinance(s)
- Recommended allocation of $58,240 would fund incremental cost for City to provide graffiti abatement services in the unincorporated & incorporated areas an average of 15 hours per week and would cover administrative cost, mileage and the purchase or rental of necessary equipment and materials

12. Illegal Dumping Investigator/Officer

- Fund full-time illegal dumping investigator/officer to work within the Mitigation Fee Primary Funding Area to:
    - conduct illegal dumping surveillance and investigations
    - build & file cases specific to instances of illegal dumping, which are suitable for prosecution
    - conduct targeted sting operations to catch illegal dumpers (law enforcement strike-team(s) may also be available to conduct sting operations)
- Recommended allocation of $274,808 would fund a full-time Sheriff Deputy (including salary/benefits/overtime/uniform) and offset related costs (e.g. cell phone, equipment, fuel, insurance and vehicle purchase and maintenance) for calendar years 2008 and 2009

13. Increase Nighttime Patrols & Investigations

- Fund increased nighttime patrols and investigations within the Mitigation Fee Primary Funding Area to target specific locations/timeframes where illegal dumping occurs most regularly

- As needed, use City and/or County law enforcement officer(s) or a private security firm for nighttime patrols as a means of supplementing existing patrols by local law enforcement
- Recommended allocation of $100,000 would fund staff timefor City and/or County law enforcement officer(s) or one private security officer

14. Surveillance Cameras

- Fund surveillance camera program within the Mitigation Fee Primary Funding Area to target specific locations where illegal dumping occurs most regularly
- Funding allocated would cover the purchase of cameras, camera infrastructure, and costs related to maintenance, repair & relocation of cameras
- Recommended allocation of $260,000 could be adjusted if needed to fit within the budget (e.g. reduced to accommodate revenue below the projected amount)

15. Illegal Dumping Prosecutor

- Fund portion of community prosecutor to work within the Mitigation Fee Primary Funding Area to build cases related to illegal dumping with special emphasis on instances of commercial dumping as well as other quality of life issues (e.g. alcohol abatement, environmental crimes)
- City has budgeted to fund a community prosecutor which could dedicate a portion of time to work on cases within the Mitigation Fee Primary Funding Area
- Recommended allocation of $65,149 would fund 15% of the full-time salary (including benefits) for the community prosecutor for calendar years 2008 and 2009

COMMUNITY INVESTMENT

16. Beautification

A. *Neighborhood Landscaping and Gardening Projects*

- Fund landscaping projects within the Mitigation Fee Primary Funding Area, specific projects would be selected after taking the following into consideration:
  - beautification projects that do not have existing funding sources
  - regular pruning to maintain any vegetation that is compromising visibility in locations used for illegal dumping
- Fund the establishment of new community gardens on vacant and unused lots subject to dumping or blight which will:
  - rely on partnerships with local residents, non-profit and community based organizations, school groups and other community groups to start and maintain projects

    - provide community with educational/outreach opportunities, healthy foods, and community building
- Recommended allocation of $68,000 would fund purchase of materials, equipment and related maintenance costs as well as related administrative oversight of the projects which could be adjusted if needed to fit within the budget

B. Servicing, Maintenance and Moving/Removal of Street Cans

- Fund collection services, maintenance and removal (as needed) for four street cans within the Mitigation Fee Primary Funding Area
- Recommended allocation of $3,962.40 would fund weekly collection for four street cans and maintenance and removal as needed

17. Community Involvement

A. Stipends and Mentorship Program

- Fund stipend programs for West Contra Costa Unified School District students, Young Adult Empowerment Center Advisory Council, Youth Build members and other groups as identified and approved by Committee staff for illegal dumping abatement and beautification programs within the Mitigation Fee Primary Funding Area
- Fund the Mentoring Program at the Young Adult Empowerment Center to aid in efforts to combat illegal dumping and blight within the Mitigation Fee Primary Funding Area
- Recommended allocation of $118,000 for both programs could be adjusted if needed to fit within the budget (e.g. reduced to accommodate revenue below the projected amount)

B. Parks Rehabilitation Initiative

- Fund various park and related projects at Third Street Ballfield, Shields-Reid Park and other areas within the Mitigation Fee Primary Funding Area
- Elements of the Parks Rehabilitation Initiative may include but are not limited to:
    - purchase and installation of new light fixtures and necessary infrastructure as well as restoration of existing light fixtures and infrastructure
    - repair, replacement and maintenance of damaged portions of sod or installation of turf
    - repair of existing and/or new irrigation system
    - installation of park benches, additional playground equipment and fencing
    - other landscaping and beautification efforts

- Recommended allocation of $175,000 is an estimated one-time fixed cost and could be adjusted if needed to fit within the budget (e.g. reduced to accommodate revenue below the projected amount)

C. <u>North Richmond Greening Project</u>

- Fund the planning, installation and maintenance of Greening Project which would consist of the following components/phases:
  - *Planning* – Hiring landscape consulting firm to work with community stakeholders to create greening plan. The plan would include multiple options at varying cost levels.
  - *Installation* – Contract with landscape firm to carry out installation of selected design plan.
  - *Maintenance* – Contract with private landscape maintenance firm in coordination with appropriate City/County Departments
- Recommended allocation of $90,000 could be adjusted if needed to fit within the budget (e.g. reduced to accommodate revenue below the projected amount)

D. <u>New Street Can and/or Tile Art Project</u>

- Fund the purchase, installation, maintenance and servicing for up to 4 street cans in the Mitigation Funding Area. City/County will select can locations based on a site survey in the community to be conducted by CHDC
- The tile art painting project will be based on the themes of anti-littering and environmental stewardship. The hand-painted tiles will be created by local Verde Elementary School students and will be placed on each can and/or in other areas of the community (such as sidewalks)
- Recommended allocation of $8,000 could be adjusted if needed to fit within the budget (e.g. reduced to accommodate revenue below the projected amount)

E. <u>Senior Center Improvements</u>

- Fund beautification and/or structural enhancements on the exterior of the Neighborhood House Multicultural Family Senior Center
- Staff will communicate the needs of the building to other entities that may be able to provide funding for this project, specifically for interior improvements.
- Improvements that would be covered by Mitigation Fee funding may include: new lighting, landscaping, fencing and/or painting.
- Recommended allocation of $15,000 could be adjusted if needed to fit within the budget (e.g. reduced to accommodate revenue below the projected amount)

F. <u>Safe Routes Program & Community Mural Project</u>

- Funding to institute a Safe Routes Program and Community Mural Project in North Richmond (Proposal submitted by Harold Beaulieu,

founder of the Art Department, a nonprofit organization that coordinates community based art projects in the Bay Area)

- The Safe Routes Program uses a "Popsicle Index" as a gauge for safety along routes traveled by community youth. The Safe Routes program will be implemented in conjunction with CHDC's block club initiative by coordinating code enforcement education, community art & beautification projects, trash & graffiti clean up efforts and violence prevention activities for block groups and along designated routes.
- The Community Mural Project would train local residents in the mural planning process and support those residents in painting murals at blighted and graffiti prone sites selected in the Mitigation Fee Area.
- Recommended allocation of $15,000 could be adjusted if needed to fit within the budget (e.g. reduced to accommodate revenue below the projected amount)

G. West County Watershedz Program

- Fund the design and implementation of a rehabilitation project within the Wildcat Creek riparian zone and trail corridor near Verde Elementary School (Proposal submitted by The Urban Creeks Council)
- Project will employ North Richmond youth to carry out restoration work
- The rehabilitation project is one component of a larger environmental educational and beautification endeavor being implemented by UCC in the North Richmond community
- Recommended allocation of $15,000 could be adjusted if needed to fit within the budget (e.g. reduced to accommodate revenue below the projected amount)

H. Wildcat and San Pablo Creek Enhancements

- Fund portion of one or more of the following projects (Proposal submitted by Contra Costa County Flood Control & Water Conservation District)
- Fish Passage Enhancement: Preparation of project scope to obtain grant funding for reconstruction of desiltation ponds & fish ladder to allow improved fish migration
- Water Quality Enhancement: Purchase of trash separation mechanism to treat polluted water before water is processed through pump stations into Wildcat Creek
- Habitat Management Plan: Creation of plan to designate portions of creek channel for habitat preservation
- Recommended allocation of $20,000 could be adjusted if needed to fit within the budget (e.g. reduced to accommodate revenue below the projected amount)

I. Capital Improvement Projects

- Fund various capital improvement projects within the Mitigation Fee Primary Funding Area

- Projects could include but are not limited to:
  - Street and sidewalk improvements (as related to railroads and railroad crossings)
  - Lighting
  - Street medians
- Recommended allocation of $103,707 could be adjusted if needed to fit within the budget (e.g. reduced to accommodate revenue below the projected amount)

ATTACHMENT: Budget Table – North Richmond Mitigation Fee Expenditure Plan (2008-2009)

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Budget Table - 2008-2009 Third Amended Expenditure Plan

	#	**Strategy**	Approved Biannual Expenditure (2008-2009)	Recommended Expenditure Changes (2008-2009)	Recommended Biannual Expenditures (2008-2009)
		Committee Administration/Staffing	$ 100,000	$ -	$ 100,000
Prevention & Education	1	Bulky Clean-ups	$ 10,000	$ (5,000)	$ 5,000
	2	Neighborhood Clean-ups	$ 15,000	$ 10,000	$ 25,000
	3	Voucher System	$ 15,000	$ (7,500)	$ 7,500
	4	Community Services Coordinator	$ 144,262	$ -	$ 144,262
	5	Bilingual Outreach Services Coordinator	$ 56,000	$ -	$ 56,000
	6	North Richmond Green Outreach Campaign	$ 71,000	$ (21,000)	$ 50,000
Abatement & Enforcement	7	City/County Pick-up from Right-of-Way	$ 120,000	$ -	$ 120,000
	8	Vacant and Abandoned Lot Clean-up	$ 40,000	$ -	$ 40,000
	9	Vacant and Abandoned Lot Fencing	$ 90,000	$ (33,000)	$ 57,000
	10	Code Enforcement Staff	$ 313,504	$ -	$ 313,504
	11	Graffiti Abatement	$ 58,240	$ -	$ 58,240
	12	Illegal Dumping Investigator/Officer	$ 274,808	$ -	$ 274,808
	13	Increase Nighttime Patrols	$ 40,000	$ 60,000	$ 100,000
	14	Surveillance Cameras	$ 260,000	$ -	$ 260,000
	15	Illegal Dumping Prosecutor	$ 65,149	$ -	$ 65,149
Community Investment	16	Beautification			
	16a	Neighborhood Landscaping & Gardening Projects	$ 12,000	$ 56,000	$ 68,000
	16b	Street Cans - Servicing, Maintenance & Moving	$ 2,462	$ 1,500	$ 3,962.40
	17	Community Involvement			
	17a	Stipends and Mentorship Program	$ 118,000	$ -	$ 118,000
	17b	Parks Rehabilitation Initiative	$ 175,000	$ -	$ 175,000
	17c	North Richmond Greening Project	$ 150,000	$ (60,000)	$ 90,000
	17d	New Street Can Project	$ 14,000	$ (6,000)	$ 8,000
	17e	Senior Center Improvements	$ 10,000	$ 5,000	$ 15,000
	17f	Safe Routes Program & Community Mural Project	$ 15,000	$ -	$ 15,000
	17g	West County Watershedz Program	$ 15,000	$ -	$ 15,000
	17h	Wildcat and San Pablo Creek	$ 20,000	$ -	$ 20,000

Revised: 07/8/2009
Printed: 7/9/2009

Budget Table - 2008-2009 Third Amended Expenditure Plan

#	Strategy	Approved Biannual Expenditure (2008-2009)	Recommended Expenditure Changes (2008-2009)	Recommended Biannual Expenditures (2008-2009)
17i	Capital Improvement Projects	$ 103,707	$ -	$ 103,707

Total Projected Mitigation Fee Revenue for 2008/2009	**$ 1,361,456**
Estimated Remaining 2006/2007 Revenue to be allocated in 2008 (projections as of 12/31/2007)	**$ 946,676**
Estimated Mitigation Fee Revenue to be allocated in 2008/2009 (2006/2007 remainder + 2008/2009)	**$ 2,308,132**

Committee Administration/Staffing	4.33%	**$ 100,000**
Prevention & Education	12.47%	**$ 287,762**
Abatement & Enforcement	55.83%	**$ 1,288,701**
Community Investment	27.37%	**$ 631,669**
Grand Total *	100.00%	**$ 2,308,132**

* Projected revenue split after deducting the $100,000 allocated for staff costs:

Prevention & Education	13.03%
Abatement & Enforcement	58.36%
Community Investment	28.61%

Revised: 07/8/2009
Printed: 7/9/2009

STAFF REPORT
North Richmond Waste & Recovery Mitigation Fee
Joint Expenditure Planning Committee

MEETING DATE: **August 5, 2009**

AGENDA ITEM: **5**

SUBJECT: **Receive report about enforcement activities conducted by dedicated staff assigned to the North Richmond Mitigation Funding Area**

RECOMMEDATION(S):
RECEIVE report regarding enforcement activities conducted by dedicated staff assigned to the North Richmond Mitigation Funding Area.

BACKGROUND:
At a special meeting held on July 8, 2009, the North Richmond Mitigation Committee requested an update about the volume of cases/tickets handled by the dedicated North Richmond Code Enforcement Staff (Strategy 10) and the Illegal Dumping Investigator/Officer (Strategy 12). Specifically, the Committee members noted that these two line items together represent a significant proportion of the overall budget and asked for some information regarding their cases/tickets.

Conrad Fromme is the County Building Inspector that is officially assigned to the dedicated North Richmond Code Enforcement position. Since being assigned in January 1, 2008, he has taken a comprehensive approach to code enforcement working with other agencies as needed to address the illegal dumping and blight problems in the North Richmond community. As of July 1, 2009, Mr. Fromme had 55 active cases and closed 37 cases during the month of June. During the 18-months of this 2008 / 2009 Expenditure Plan cycle, he opened a total of 326 cases and closed 261 cases, with an average case load of about 60 cases.

Sheriff Deputy Felipe Monroe served as the Illegal Dumping Investigator/Officer from April 30, 2007 to April 23, 2009. Although Deputy Monroe is no longer working as the dedicated Illegal Dumping Officer in North Richmond, the Sheriff's Office has employed a new Resident Deputy Team approach in North Richmond consisting of three pairs of deputies assigned to one of three shifts effective April 27, 2009. All 6 deputies will have the same overall "Roles & Responsibilities" which include combating illegal dumping and other crime as well as routine patrols and community involvement/assistance. There are now two Resident Deputies assigned to the Day Shift that routinely patrol the entire North Richmond Mitigation Funding Area as well as periodically conduct investigations and surveillance to address illegal dumping.

Between April 2007 to April 2009 Deputy Monroe issued approximately 226 citations for illegal dumping, no parking / street sweeping, unsecured / uncovered loads, littering, transporting waste tires, as well as other criminal and traffic violations. During the months of May and June 2009, the six North Richmond Deputies issued about 51 citations for these same types of violations. The six deputies also had 26 vehicles towed because they were illegally parked, unregistered, in disrepair or for other violations.

Deputies have found that issuing verbal warnings can be effective in establishing accountability for those illegally dumping on the streets. Deputies instruct persons suspected of dumping to remove and properly dispose of the debris within a specified timeframe in order to avoid receiving a citation. In most cases the illegally dumped material is removed accordingly by those alleged to be responsible.

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STAFF REPORT
North Richmond Waste & Recovery Mitigation Fee
Joint Expenditure Planning Committee

MEETING DATE: **August 5, 2008**

AGENDA ITEM: **6**

SUBJECT: **Report regarding alternative approaches to staffing and oversight of the Community Services Coordinator position – Strategy 4**

RECOMMEDATION(S):

1. PROVIDE direction regarding staff's recommended approach (Alternative # 1) and the other three alternative approaches for structuring the Community Services Coordinator position through the remainder of 2009

2. ESTABLISH an ad hoc subcommittee to explore issues and provide input regarding matters related to the Community Services Coordinator position (e.g. responsibilities, staffing and oversight), as needed, dependent upon the Alternative selected.

BACKGROUND:

On July 8, 2009, the North Richmond Mitigation Committee held a special meeting to discuss the Community Services Coordinator (CSC) position and associated correspondence received from the Community Housing Development Corporation (CHDC).

The Committee received comments from community members, CHDC staff and others regarding issues related to the termination of Saleem Bey who had served as the CSC between May 2008 and May 2009. The Committee voted to recommend that this position no longer be filled through CHDC, requiring a language change to the first bullet under Strategy #4 of the 2008-2009 Expenditure Plan to replace "CHDC" with "a non-profit or pubic agency" as the entity intended to provide staffing and oversight for the CSC position.

This recommended Expenditure Plan language change required approval from both the Richmond City Council (Council) and the County Board of Supervisors (Board). The Council approved the 3rd Amended 2008-2009 Expenditure Plan on July 28th. The Board is scheduled to consider the 3rd Amended 2008-2009 Expenditure Plan at their August 4th meeting.

Community Housing Development Corporation Contract with the City of Richmond
The removal of CHDC as the named entity providing oversight to the CSC has the potential to significantly impact the City's contract with that entity. Beginning in 2006, the City entered into a contract with CHDC to provide assistance with implementing a variety of somewhat inter-related strategies specified in the 2006-2007 and 2008-2009 Expenditure Plans such as:

- Strategy #4: Provide staffing and oversight for the Community Services Coordinator position with responsibilities associated with a variety of mitigation funded activities, including but not limited to:

- Illegal dumping and blight referrals and related tracking using the North Richmond Illegal Dumping Database (including referrals to City for Pick-up from the Public Right of Way – Strategy # 7)
- Development of educational Public Outreach materials and presentations regarding mitigation strategies (Strategy #6);
- Staffing the Keep North Richmond Beautiful steering committee;
- Provide information/assistance, verify eligibility and issue Disposal Vouchers (Strategy #3) or arrange Bulky Item Pick-ups (Strategy #1);
- Assist with scheduling, organizing and conducting Neighborhood Clean-ups (Strategy #2); and
- Assist Committee staff with the implementation of other strategies as identified.

- Strategy #5: Bilingual Outreach Services Coordinator staffing and oversight
- Strategy #6: Develop Public Relations/Outreach Campaign materials
- Strategy #16a: Identify and implement Neighborhood Landscaping Projects
- Strategy #17a: Manage Stipend Program for YouthBuild participants
- Strategy #17f: Administer Safe Routes Program & Community Mural Project

At the July 8th meeting, CHDC staff reported that a part-time employee had been hired to serve as the CSC on an interim basis. Committee members suggested that CHDC stop employing and providing oversight for the CSC position, effectively restricting the organizations ability to fulfill some of their contractual obligations with the City. This also left unresolved how to accomplish some of the key duties assigned to the CSC in the 2008-2009 Expenditure Plan and the City/CHDC contract scope of work. Although the City is not currently holding CHDC responsible for the completion of work assigned to the CSC under the contract, CHDC has made a concerted effort to continue to meet their contractual obligations by expanding the responsibilities of the Bilingual Outreach Coordinator.

The City needs some additional information before making a determination about amending the contract with CHDC or officially entering into negotiations with CHDC related to any modifications to the contract scope and budget. The nature of any potential changes that may ultimately be made to the contract with CHDC is dependent on several factors, including the outcome of the August 4th Board of Supervisors meeting as well as this August meeting of the Committee.

Options for Staffing and oversight of the Community Services Coordinator position

The CSC is a central position within the North Richmond mitigation work. The CSC acts as a liaison between the community and the City and County staff, interacts with other mitigation funded staff, assists with the delivery of essential mitigation strategies as mentioned in the above section, and is the main point of contact with the community for the dissemination of mitigation-related information. Considering the importance of this position, it is essential that the Committee carefully evaluates and considers each alternative with regards to the entity that will ultimately provide oversight for the CSC.

If staff's recommended alternative (Alternative #1) is not selected, staff recommends that an ad hoc sub-committee consisting of at least 1 representative from the community (based on representation on the Committee), 1 representative from the County Board of Supervisors and 1 representative from the City Council. This sub-committee could meet as needed to ensure that the Committee can provide timely input about all elements of how the CSC position is restructured, including duties, scope of work and oversight.

Alternative #1: Contract with CHDC to staff and oversee the CSC position

Staff recommends that this position continue to be overseen by CHDC through 2009 for the Reasons identified in the following paragraph. If the Committee selects this alternative, the existing contract between the City/CHDC would remain unchanged and in effect which is the most expeditious and cost-effective means of staffing the CSC position through 2009. CHDC would then fill the CSC position full-time for the remainder of this expenditure plan cycle using their existing office space in North Richmond.

The CSC position has responsibility for a variety of inter-related Expenditure Plan strategies, and if this position is no longer overseen by CHDC additional work is needed to determine how best to proceed. Prior to selecting any of the other alternatives provided herein, staff encourages the Committee to consider the following reasoning for the recommendation that CHDC continue to oversee the CSC position through 2009:

1. Only six months remaining in the 2008/2009 Expenditure Plan at which time it would be much more cost effective to implement a different approach
2. Likely to incur significant additional costs associated with amending the CHDC contract that expires in six months, which could be completely avoided if the CSC position remained as is until the end of 2009
3. Further research is needed to identify and evaluate the potential effectiveness and related cost implications of the alternative means of addressing the ongoing need for coordination and collaboration of the various inter-related Expenditure Plan strategies
4. Existing CSC phone number is connected to the 1-800-No Dumping phone system for those interested in reporting illegal dumping in the North Richmond area as well as being printed in majority of not all of the Mitigation Fee outreach materials that have been distributed in the community

Alternative #2: Split CSC position into two to ensure cost-effective coordination of inter-realted Expenditure Plan strategies

If the CSC position is no longer overseen by CHDC, which has responsibility for a variety of inter-related Expenditure Plan strategies, some additional work will be necessary to identify the nature of changes to the existing contract between the City/CHDC. Additionally, further research is needed to determine how best to address the ongoing need for coordination and collaboration of these inter-related strategies including an evaluation of the potential related cost implications. The approach that is likely to be most cost-effective and could be implemented most expeditiously would be to split the CSC position so that the duties/responsibilities could be assigned accordingly; namely those which are most inter-related with other strategies and/or would require office space in North Richmond could be assigned to a part-time person working through CHDC under the existing contract with the City and remainder could be assigned to Contractor or staff person hired through a different non-profit organization. If the Committee selects the option, Committee staff could review all of the related duties/responsibilities and suggest how best to restructure the role of the CSC into two positions.

Alternative #3: Contract with another non-profit agency to staff and oversee the CSC position

A different non-profit (NP) organization could fill and oversee the CSC position, subject to the final selection of and approved contract with the City or County (Contracting Agency).

- The Committee can recommend a specific NP that they would like the Contracting Agency to consider for providing oversight for the CSC position, however recommendation would be subject to the acceptance of the Contracting Agency based

upon their determinations about feasibility, effectiveness and consistency with relevant policies and requirements.

- If a specific NP is not recommended by the Committee, the Contracting Agency would likely use formal solicitation process to select the NP in order to determine each interested NPs ability to meet applicable requirements and needs
    - Issue/release Request for Proposals (RFP) for oversight of the CSC position
    - Review/evaluate Proposals submitted in response to the RFP and conduct interviews as appropriate
    - Make selection and offer contract to the selected NP
- Process likely to be followed by the Contracting Agency upon the final selection of the NP:
    - Prepare contract and provide to the selected NP for review/acceptance
    - Contract review/approval by all applicable agency department(s) and their body of elected officials
    - Execution of Contract by all parties and any related actions required (signature routing, creation of a purchase order, establish as a vendor in account payable systems, etc.)
    - NP officially provided authorization to fill the CSC position and begin work

The following issues should be considered when evaluating this alternative, which are likely to vary significantly among different NPs:

1. Hiring process for selecting CSC (employee with benefits or contractor)
2. Ability to provide effective supervision of CSC
3. Willingness to agree to contract terms such as level of service expected for fixed dollar amount or insurance requirements
4. Ability to meet contractual obligations such as providing progress reports and invoices in a timely manner
5. Availability of office space in the North Richmond area and necessary equipment to allow the CSC to complete assigned duties (phone, computer, internet, printer, etc.)
6. Need to identify and explore options available to ensure there would be adequate coordination/collaboration between the various inter-related or inter-dependent strategies (e.g. Bilingual Outreach Services Coordinator)

<u>Alternative #4: City or County to provide oversight for the CSC position</u>

The City or County (Contracting Agency) could fill and oversee the CSC position, subject to the final selection of and approved contract with the City or County.

- Process if the CSC were to be overseen directly by the City or County:
    - Issue/release Request for Qualifications or Proposals (RFQ or RFP) for the CSC position
    - Review/evaluate submittals provided in response to RFQ/RFP and conduct interviews as appropriate
    - Make selection and offer position
    - Prepare contract and provide to the selected individual for review/acceptance
    - Contract review/approval by Contractor and applicable agency department(s) and body of elected officials
    - Execution of Contract by all parties and any related actions required (signature routing, creation of a purchase order, establish as a vendor in account payable systems, etc.)
    - Contractor officially begins work

The following issues should be considered when evaluating this alternative, which may vary dependent upon the Contracting Agency:

1. Policies may restrict the use of Contractors where the duties might be performed by existing employees (especially if hiring freeze or layoffs are in effect or expected)
2. Cost to oversee the contract for the CSC position may be higher than NP
3. Uncertainty regarding available City/County office space in the North Richmond area
4. Cost to provide necessary equipment to allow the CSC to complete assigned duties (phone, computer, internet, printer, etc.) may be higher than NP
5. Need to identify and explore options available to ensure there would be adequate coordination/collaboration between the various inter-related or inter-dependent strategies (e.g. Bilingual Outreach Services Coordinator)

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