



A Public Agency

CONSENT CALENDAR

DRAFT MINUTES

SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY
MEETING OF THE BOARD OF DIRECTORS
July 24, 2014 – 1:30 p.m.
RethinkWaste Board Room at the Shoreway Environmental Center

Call to Order 1:35 PM

1. Roll Call

Agency	Present	Absent	Agency	Present	Absent
Atherton	X		Menlo Park		X
Belmont	X		Redwood City	X	
Burlingame	X		San Carlos		X
East Palo Alto		X	San Mateo		X
Foster City	X		County of San Mateo	X	
Hillsborough	X		West Bay Sanitary District	X	

Alternate Member Al Royse attended for Hillsborough

2. Public Comment

Persons wishing to address the Board on matters NOT on the posted agenda may do so.

Each speaker is limited to two minutes. If there are more than five individuals wishing to speak during public comment, the Chairman will draw five speaker cards from those submitted to speak during this time. The balance of the Public Comment speakers will be called upon at the end of the Board Meeting.

If the item you are speaking on is not listed on the agenda, please be advised that the Board may briefly respond to statements made or questions posed as allowed under The Brown Act (Government Code Section 54954.2). The Board's general policy is to refer items to staff for attention, or have a matter placed on a future Board agenda for a more comprehensive action or report and formal public discussion and input at that time.

None

3. Approval of Consent Calendar:

Consent Calendar item(s) are considered to be routine and will be enacted by one motion. There will be no separate discussion on these items unless members of the Board, staff or public request specific items be removed for separate action. *Items removed from the Consent Calendar will be moved to the end of the agenda for separate discussion.*

- A. Adopt the June 26, 2014 BOD Meeting Minutes
- B. Approval of Revised 2014 Board Meeting Calendar
- C. Resolution Approving Agreement with OneWorld Communications for Public Education and Outreach Collateral and Campaign Development for RethinkWaste Programs and Services
- D. Resolution Approving Agreement with S. Groner Associates, Inc. for Public Education and Outreach for the Door-to-Door Household Hazardous Waste Collection Program and Social Media

Chair Widmer announced that agenda item 3B was being pulled from the agenda, and that based on one

Board Member's comments he had asked Board Secretary Urman to send out a poll to Board Members asking if morning, afternoon or evening meetings were best before a final meeting time and date was decided on at the September 11th Special Meeting.

Member Aguirre asked what time the September 11th meeting would be.

Chair Widmer commented that he had intended for the 1:30 start time to be only for the July meeting based on the agenda, and not a permanent change, but that the start time for September 11 could be discussed. He added that there have been several meetings that the quorum is lost close to 4:00.

Member Aguirre noted that she thought there was too much on the agendas for monthly meetings, noting that the meeting time was fine, but the meetings are too long. She added that special sessions that worked with the Board Members schedules could be planned on budget.

Chair Widmer asked the Board Members if there was consensus to ask staff to give more succinct presentations and staff reports but keep the meetings at 2:00 and find a way to shorten the meetings.

Member Bronitsky noted that he would like to go forward with the poll stating that the afternoon was difficult for him.

Member Bronitsky asked the discussion be open on items 3C and 3D. He noted that he thought \$210,000 was a lot of money to be spending on outreach for programs which have already been put in place. He commented that customers were already being communicated with regularly through the bills, and that emphasis should be on the programs that are underutilized. He would like to see increased utilization of the communication and staff that already exists before spending more money.

Vice Chair Dehn noticed that many of the items in both contracts Exhibit A's noted that work would be done as needed, and she wanted to know who would decide what is needed. She also asked if the money being spent on HHW outreach was coming out of the money that the Cities are paying for the HHW program.

Executive Director McCarthy responded to the HHW part of the question, noting that the fees that are charged to the Member Agencies for the HHW program only pay for the contractor to operate the program.

Vice Chair Dehn asked who pays for the public education for the Tower Road facility.

Executive Director McCarthy answered that the County assesses a fee at Ox Mountain and about half goes to the Recycle works program and half to the County HHW program; adding that it is part of the County's budget not the SBWMA budget.

Chair Widmer commented that both contracts are very similar, and in the future he would like to see the two contracts combined with multiple projects under one contract. He also noted that he thought the contracts weren't as complete as they could have been, and should be improved before being sent out.

Staff Devincenzi explained that the OneWorld Communications contract would be a master contract for a majority of the Public Education outreach. The SBWMA is the primary agency for public outreach on

behalf of the member agencies. She also gave further explanation to the costs highlighted in Exhibit A, noting that included in those figures are \$80-\$90,000 of hard costs not just OneWorld's costs. She then noted that items indicating an as needed basis that are part of the contract are for outreach items that may come up during the year, but are unknown at this time. She added that if no projects come up, then the money isn't spent. She also added that the contracts would be billed monthly for work completed during the prior month, and that the SBWMA does own all of the work that has been completed, and that she would work with legal counsel to tighten up the language.

Chair Widmer requested that RFP information be included in the future when the Board is voting on contracts.

Member Brownrigg asked if there were any statistics to show that the money being spent is working and noted he was particularly skeptical of newsletter effectiveness.

Staff Devincenzi referenced the public education survey that was recently completed, and commented that 42% responded that they had read the newsletter and of those 90% said they found it useful.

Member Brownrigg asked how the SBWMA's public outreach merges with Recology and SBR's outreach.

Staff Devincenzi answered that SBR does public outreach on a very limited scope, and that the SBWMA is the umbrella agency for doing the majority of the public outreach. In 2013, when the Franchise Agreements were updated part of that negotiation included Recology eliminating their Public Outreach Manager position, and the management of all of the Franchise Agreement required public education was transferred to the SBWMA. She added that the JPA staff manages the development, but Recology still covers the production costs of any of the components required by the Franchise Agreements.

Member Bronitsky asked what it is that is being marketed, noting that he sees the JPA as an oversight agency, and he thinks \$200,000 is too much money without big effect.

Executive Director McCarthy addressed the feedback on effectiveness question that Member Brownrigg and Member Bronitsky brought up. He noted that sometimes feedback is very direct; giving the example of promoting the HHW program in FY2013 and then the number of people using the program went up. He noted that in FY2014 there wasn't a HHW specific campaign and the overall numbers for use of the program dropped in FY2014. He also noted the campaign to inform the public about which items go in which carts noting that feedback for that campaign can be measured in diversion rates, and quality of recyclables, noting that recyclables are worth \$180-200 per ton.

Chair Widmer requested that if the contracts are approved measurement of effectiveness be accomplished via the quality of the recyclables or how many people are using the HHW program, and then when this comes back to the Board for approval next time the staff report should include information about how the public reacted to the previous year's campaigns. He also suggested that the JPA staff not send duplicative marketing messages for information Recology is already sending out in the bills.

Staff Devincenzi noted that she works closely with Recology to coordinate the messaging, and that she is working with the CSRs' to track messaging when customers call. There is no duplication of effort with Recology.

Member Bronitsky asked regarding the HHW drop in usage, if there is a way to know if it is because of the lack of campaign or if there is a lack of need once people have used that program once. He noted that he would like to not spend the money now that the public is educated on the programs and see what happens.

Executive Director McCarthy noted that the amount of money that is being spent on public education has dropped every year, and that the only thing in the scope of work that is new for these contracts is Item F, the Annual Service Notice, which is in the Franchise Agreements.

Chair Widmer suggested that as tasks are going to be assigned to the contractor notification is given to the board for discussion.

Member Bronitsky noted that he didn't need the information at that level.

Staff Devincenzi noted that the information is summarized in the Recycling and Outreach programs update each month in the Board packet.

Chair Widmer noted that it would be kept in the staff updates, and trend information should be included after 6 months.

Member Aguirre made a motion to approve 3A, 3C, and 3D

Member Stone seconded the motion

Voice Vote: All in favor.

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Atherton	X				Menlo Park				X
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos				X
East Palo Alto				X	San Mateo				X
Foster City	X				County of San Mateo	X			
Hillsborough	X				West Bay Sanitary Dist	X			

4. Old Business:

A. Discussion on Continued Use of County VRS Workers by SBR

Staff Gans gave an overview of the staff report, and explained factors for both 4A and 4B. He noted that the 4A staff report was informational only and that the item would be back in September when SBR and VRS negotiations on the contract are complete. He noted that the reason the JPA board needs to approve the use of VRS workers is that the Operations agreement between the SBWMA and SBR requires that the use of all 3rd party contractors be approved by the Board.

Member Bronitsky asked if there were wage increases built into the contract.

Staff Gans answered that the SBWMA is not a party to the contract because it is between SBR and VRS, but that CPI increases are built in to the contract. The SBR contract with SBWMA also has a CPI adjustment. He also added that the contract being considered is a 6 year contract so it will end when the Operations Agreement contract ends at the end of 2020.

Executive Director McCarthy added that this discussion is similar to the discussion regarding union workers and the point Member Brownrigg brought up about what happens if the contractors negotiate contracts for more than the SBWMA is compensating them. He noted that the short term answer is it's not the JPA's issue, but long term it becomes an issue when the contracts come up for renegotiation, and much of the JPA staff and Board involvement in the VRS negotiation has been around keeping the gap small so there isn't a big surprise 6 years from now.

Member Slocum asked since the meeting on July 17th, had there been any language movement to get to a finalized contract.

Staff Gans answered that after the July 17th meeting language was drafted by SBR to capture the discussions that had occurred at the meeting, and that language has been sent to the County, and SBR was waiting for a response.

Chair Widmer commented that at the meeting it was agreed a member of the County's staff was going to draft the gain sharing language.

Dwight Herring responded that the County staff had reached out to SBR and asked them to draft the language, which went to County Counsel yesterday.

Member Slocum shared concern that the Board hasn't seen the language that was sent, and he wants to make sure that what ends up in the contract is what was discussed at the meeting. He would like to see a copy.

Dwight Herring noted that he would send a copy of the language to Member Slocum and Chair Widmer.

Member Royse asked if there was concern over not having enough sorters or too many sorters.

Chair Widmer stated that the next item with commitment of tons from Recology resolves that issue.

B. Consideration of Long-Term Approval of Additional Third Party Tons into Shoreway MRF

Staff Gans summarized the staff report, noting that it has been a complicated process with a lot of involved parties, and that all parties involved have made concessions.

Chair Widmer asked about the Recology concession of agreeing to reduce the cost of organics processing on a future contract by the same dollar amount the SBWMA conceded in the host fee, wondering when that contract would take effect.

Staff Gans answered that the contract would begin in January 2015.

Member Bronitsky asked for clarification on depreciable versus non-depreciable equipment costs.

Staff Gans answered that the equipment cost is separated by parts that wear and parts that do not wear, noting that this an attempt to capture the portion of the equipment that wears more quickly due to increased use.

Member Bronitsky noted that he would like the see calculation based on the replacement cost not the original cost.

Executive Director McCarthy explained that the original cost of the equipment was \$17.8M, the \$5.3M is what is currently scheduled for equipment replacement to be replaced after twelve years, which is being accelerated with these additional tons so it is being included as a cost against the host fee revenue.

Staff Moran added that the moving parts that will depreciate faster with the additional tons have been included and the remainder will depreciate at the same rate either way.

Member Bronitsky commented that he thought the canopy should be completely paid for by the extra tons coming into the facility and therefore it should be paid off by the end of the contract.

Staff Gans answered that the life of the asset is fifteen years, and the JPA would receive some value from the asset after the contract for additional tons was completed. He then pointed to the financial analysis section of the staff report and noted that at a margin of \$140,000 per year for the guaranteed three years that Recology has agreed to would roughly pay for the canopy outright after 3 years.

Vice Chair Dehn questioned why this item is up for approval before there is agreement with VRS, noting if there was no VRS contract there would be no second shift, and asked for clarification if this also approved the construction of the canopy.

Staff Gans answered that after the negotiation meeting on July 17th; it was felt by all involved including Chair Widmer and Member Slocum that all parties were very close to an agreement. He also noted the same item also needs to be approved by the County Board of Supervisors, and it is unknown how long it will take to get the item on that agenda. He added that staff would be back to the Board with a separate approval for the canopy construction.

Chair Widmer added that there is a temporary agreement in place with VRS to continue to supply sorters until a formal agreement is approved.

Member Stone made a motion to approve resolution 2014-18.

Member Brownrigg seconded the motion

Roll Call Vote: 8-0-0-4

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Atherton	X				Menlo Park				X
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos				X
East Palo Alto				X	San Mateo				X
Foster City	X				County of San Mateo	X			
Hillsborough	X				West Bay Sanitary Dist	X			

C. Consideration of Introduction of Ordinance Implementing a Recycling Reporting System for Commercial Recycling Haulers

Staff Feldman noted that this item has been before the Board multiple times, and gave an overview of the staff report.

Chair Widmer asked staff to give an overview of what was asked of them the last time this item was discussed.

Staff Feldman answered that staff was asked to try obtain the commercial recycling data voluntarily from non-franchised haulers. He noted that a consultant spent over 40 hours reaching out to a subset of 37 of the 165 haulers identified with a minimum of two to three emails, and two to three phone calls. He noted that the consultant had great success in getting to the right person in these companies, but didn't have great success in actually obtaining reports, only three of the 37 actually submitted reports. Of the three who did respond there was approximately 1700 tons of diversion not being captured currently, and if added that to what Recology collects commercial recycling would increase by 30% just from these three businesses. He summarized that the results say that there is a lot more diversion than is currently reported, and that it appears there will be little success in trying to obtain the information voluntarily.

Vice Chair Dehn asked where reports would go via the software system that is proposed for the project.

Staff Feldman answered that the portal would be through the RethinkWaste website, and the data would then be exported into a Microsoft Excel or Access data base.

Member Royse asked if there was any feedback as to why those that didn't respond didn't, wondering how much of a burden it was to the haulers. He also wondered if there was a way to check for accuracy in the data provided.

Staff Feldman answered that several of the haulers did say they would fill out the report, but when pressed they simply didn't, some did say that they wouldn't fill out the survey unless it was required. He also noted that the information being asked for is a topline report, and the report is just a single page streamline report. Regarding the accuracy question, he noted that the assumption is the information is accurate; there are no checks and balances. He added that staff feels it's important not to ask for any information that might be confidential to the haulers business practices.

Chair Widmer asked if there was any follow up with the Cities to get a list of business licenses to ensure that the list of third party haulers was accurate.

Staff Feldman noted that the community of independent haulers is fairly small, the current list is 165 that would be eligible to report if the ordinance passes. He noted that supplemental information regarding eligible businesses would be appreciated, but not to put burden on City administrative staff to assist in implementation.

Member Brownrigg commented that he thought he would be hearing from one of the larger 3rd party haulers based in Burlingame, and that they wouldn't be happy about this ordinance. He noted that he would be more comfortable passing the ordinance if it was part of a state mandate, and that he wasn't sure it was a fair burden on businesses.

Executive Director McCarthy noted that AB341 that requires commercial recycling service levels, but there is nothing that states an individual business is required to report specific recycling.

Member Brownrigg wondered if there were requirements on diversion for the county or the JPA.

Executive Director McCarthy answered yes, but it's a different system, noting that all of the member agencies are in compliance with the per capita disposal system. He added that the bigger overlay is AB341 which has set a state wide diversion goal of 75%, for which there are no local mandates yet. That 75% goal will play a big part in the development of the long range plan. He noted that the challenge is that staff can't develop any commercial recycling program options without knowing how far to go, noting that there is no way to know what the current success rate is outside of the JPA programs.

Member Brownrigg asked why it was important to know the diversion rate outside of the JPA programs, and how he could explain the importance of the ordinance to businesses.

Executive Director McCarthy noted that business owners will be told that there is a state wide recycling goal of 75% and currently the commercial sector is throwing away two thirds of the trash that is going to the landfill. Non Franchised 3rd party haulers diversion information is needed to get to the 75% goal.

Staff Feldman added that currently all of the Member Agencies are comfortably meeting the 50% diversion of the per capita disposal system, but that there were changes to the Cal Green Standards building codes, which will change how disposal is calculated.

Member Brownrigg commented that he thought it was like rubbing salt in the wound to tell a small business to fill out a report, and pay to fill out the report.

Executive Director McCarthy noted that the fee is there because we had previously gotten direction from the Board to cover staff costs for the program.

Member Bronitsky commented that he understood when this item was discussed last that the businesses that are required to recycle under the law would be the ones filling out the reporting information not the haulers. He noted that he was disappointed in the 40 hours of outreach effort and thought that it should be done on City letter head and directly to the business. He also commented that a 5 year notice to franchise commercial recycling should be considered.

Member Aguirre added that she would like to see working with a carrot instead of stick, and work with the Cities, business communities and Chambers to explain why this is being done instead of making it another law.

Executive Director McCarthy noted that the scope of work for the outreach was through the balance of the FY2014 fiscal year. The money that was talked about through December is money that is budgeted in the FY2015 budget is intended to be used to actually implement the ordinance. He also noted that this is not an ordinance on the 10,000 plus businesses in the service area, and is not a mandatory commercial recycling business ordinance. This ordinance is on the businesses collecting and hauling commercial recycling. He stated that staff did the outreach to the businesses they were supposed to.

Chair Widmer commented that at the last discussion the Board was told that much of the hauling was done by big box retailers, and he would also have liked to see staff working with the Cities and their business license lists, to have letters on City letterhead, he thought that approach may have gotten to a higher percentage of participation.

Member Royse commented that he agreed and has less concern over the burden on a big box company like Costco than a small family business. He did have concern over the quarterly reporting requirement, and wondered if that was too much detail.

Staff Feldman answered that the data that is being requested is data that they already keep, because they are in business to make money, they know how much they pick up and how much they are selling it for. Staff doesn't feel like quarterly is a burden given that the businesses already keep this information, and asking for the information over a longer period of time might actually be more of a burden for the businesses.

Member Stone agreed that most of the businesses would have this information, and if they don't they wouldn't be in business. He noted that he saw the staff report as an attempt by staff to do what the Board asked them to do, and that it revealed what staff suspected was the case. He also noted that he didn't think \$10-\$12 per month would be an undue burden on the businesses.

Member Brownrigg noted that commercial hauling isn't clearly defined and wondered if it includes the person on the bike collecting CRV. He questioned how much legal scrutiny this ordinance has gotten.

Counsel Lanzone noted that he reviewed it both times it has been discussed, and noted that it is specifically to business and doesn't see an issue with the definitions.

Member Slocum asked if the Board had gotten from staff what was asked for the last time this was talked about or not.

Chair Widmer answered that the Board asked staff to reach out to a sample of the businesses affected to see if the information could be obtained voluntarily.

Mark Arsenault of Recology expressed concern that if the ordinance is approved, a five year notice be issued at the same time, because as communities move towards zero waste there has to be a mechanism to pay for these services and this is a large piece of business that could be part of a future franchise.

Staff Feldman clarified that this ordinance has nothing to do with the five year notice.

Member Brownrigg asked what a five year notice is.

Staff Feldman answered that there is a public resources code that requires a municipality to provide the market place a five year notice before a franchise agreement could be issued for commercial recycling or commercial organics recycling. He added that this ordinance has nothing to do with franchising; it has to do with getting information from third party haulers that are currently providing services because currently recycling is open market.

Chair Widmer asked why a five year notice shouldn't be sent, if small haulers are keeping tons out of the facility.

Executive Director McCarthy answered that costs are likely to go up because competition would be eliminated in the market place, and forcing most business into a franchised system with CBA labor and

costs that are much more expensive than the open market. He also noted that it is a policy tool, but until the diversion information from the open market is known, staff can't recommend if a five year notice is good policy or not.

Member Bronitsky commented that the Board wouldn't have to make a decision for 5 years, but it may incentivize the haulers to provide their diversion information voluntarily.

Staff Feldman reiterated that this ordinance is affecting the haulers not the individual businesses, and that he was more comfortable going to the hauler than to a business and telling them that in the future rates are going to go up and, your hauler won't be able to provide service. He thought it was a hard sell to the business community.

Executive Director McCarthy pointed out that a five year notice is a City decision not a JPA decision.

Member Royse commented that it wasn't clear how many businesses this would affect, and asked if there had been any consideration of putting an income threshold on the business affected by the ordinance, noting that he was still concerned as to the community this ordinance would impact inadvertently.

Staff Feldman noted that JPA staff doesn't have the resources to go to every single business that might be eligible to report and pay the fee. The intent is to look for the business that are capable of providing the information and handle a lot of the material.

Member Royse noted that he understood the intent, but would be more comfortable if it was in the law.

Chair Widmer suggested setting a threshold at number of employees or annual dollar amount.

Executive Director McCarthy responded that the challenge is knowing where to set the threshold, noting that 63 of the 165 identified businesses are back haulers which are not small businesses, but there is no way of knowing what the threshold should be.

Member Aguirre asked where the 3rd party haulers are bringing the items to be recycled, and could the data be collected at the recycling location.

Executive Director McCarthy answered that there is no state data base to know where recycling from the service area is going.

Staff Feldman added that if information was collected via the recycler versus the hauler, it gets into proprietary information about how their business is conducted and the intent is to find out diversion, not business practices.

Member Brownrigg made a motion to table the discussion noting he was not ready to vote for this today. Member Aguirre seconded the motion.

Voice Vote: All in Favor

Chair Widmer asked for input from Board Members on what needed to be addressed before staff brings this back to the Board.

Member Brownrigg noted that he would like to talk to the haulers in Burlingame who would be affected and find out how much of a burden this ordinance will be for them, and suggested that each Board Member do similar research for discussion at the next meeting.

Chair Widmer noted that the next time it is on the agenda it will be a discussion item, and staff will get input from the Board based on their research.

Member Stone noted that it's already been discussed twice, and Board Members can talk to staff between now and the next meeting so there is no reason why it couldn't come up for a vote at the next meeting.

Chair Widmer noted that there were two meetings in September, and at the September 11th meeting staff would get feedback, and at the September 25th meeting the ordinance would be back for a vote.

Member Stone clarified that the Board Members were going to do the research with haulers affected by the ordinance, and give feedback at the first meeting, and then staff would incorporate the feedback into the ordinance and it would be up for a vote at the second meeting.

Vice Chair Dehn asked staff to share the list of haulers with the Board so that board members would know which of the businesses were in their jurisdiction.

5. New Business:

A. Discussion on Guiding Principles for Development of the Long Range Plan

Executive Director McCarthy gave an overview of the staff report which outlined how staff would evaluate programs and policy options in the development of the long range plan and asked for Board feedback on what was written in the staff report.

Member Bronitsky noted that the four agencies compared in the staff report all seem large, and he questioned if there were smaller agencies that have done similar long range plans.

Executive Director McCarthy noted that the SBWMA service area is 450,000 people, which is smaller than the City of San Jose, but much larger than the City of Boulder, and about a quarter to a third the size of Stopwaste (Alameda County) and about the same size as the City of Portland. He noted that these Cities were chosen because they have a long history of adopting long range solid waste plans.

Chair Widmer noted that he would like the plan to incorporate the 75% goal, and didn't think the JPA needed to be any higher than that. He commented that he didn't know what role the JPA plays in economic development as the Cities are already doing that. Lastly, he would like to see if there is a benefit to the rate payer before the best use of recoverable materials is included as a goal of the long range plan.

Executive Director McCarthy noted that economic development was not the priority, but to the extent economic development benefit could be quantified it would be. He also explained that the section regarding highest and best use of recoverable materials which essentially means that there are tradeoffs regarding how materials are collected, noting that there are other alternatives to the 3 bin system our service area has in place that may be easier and possibly cheaper to collect but would lower the quality of material and lower the commodity revenue.

Chair Widmer noted that he would like to make sure that the economics and benchmarking factor in on the Long Range Plan.

Member Brownrigg commended staff, noting that it looked like a great outline, commenting that the next 10 years with the contracts coming up and the Ox Mountain contract ending are a big ten years to think about.

Vice Chair Dehn commented that it was a great outline as well and noted that the Boulder study included identifying service voids, and she would like to see that added to the Long Range Plan.

6. Staff Updates:

- a) Potential Future Board Agenda Items
- b) Check Register for June 2014
- c) Update on 2014/15 Franchise Rate Setting Process
- d) Recycling and Outreach Programs Update
- e) Shoreway Facility Operations and Maintenance Update
- f) Receipt of Recology and SBR Monthly Reports

7. Board Member Comments

8. Adjourn 3:49PM



STAFF UPDATE

To: SBWMA Board Members
From: Kevin McCarthy, Executive Director and Senior Staff
Date: September 11, 2014 Special Board of Directors Meeting
Subject: Approval of Guiding Principles for Development of the Long Range Plan

Recommendation

It is recommended that the SBWMA Board of Directors approve Resolution No. 2014-19 attached hereto authorizing the following action:

Approval of guiding principles (see **Exhibit A**) for development of the Long Range Plan

Analysis

This staff report represents Phase One of the SBWMA's process to develop a new Long Range Plan ("Plan") as detailed in the Long Range Plan workplan (**Attachment A**) included in the budget documents for the April, May and June 2014 Board of Director's packets. (Most recently included as Attachment 4 to agenda item 5A in the June 26, 2014 Board packet.) Phase One is intended to establish the policy goals/guiding principles that will be used to evaluate programs and service alternatives, new or updated policies, and facility infrastructure improvements as part of Phases Two and Three of the Long Range Plan project.

Staff presented draft guiding principles at the July 24, 2014 Board meeting and staff has incorporated Board Member feedback from that meeting. The final guiding principles as detailed in **Exhibit A** reflects Board Member feedback to incorporate meeting the State's 75% recycling goal by 2020, making sure product quality and end market considerations reflect economic considerations and that proposed programs address any existing service voids or deficiencies.

Key Outcomes

Key outcomes (objectives) for development of the Plan are as follows:

- Establish a roadmap on how to achieve the State's 75% recycling goal.
- Develop a portfolio of diversion programs to mitigate future rate impacts resulting from the expiration of the Ox Mountain Disposal Agreement with Republic Services (formerly Allied Waste).
- Initiate the process to develop the future scopes of work for the Collection Services Franchise Agreements and the Shoreway Operations Agreement with a continued emphasis on cost effective and convenient programs for all customers.

In summary, the Plan will serve as a roadmap to how to achieve the above objectives. It is important to note that the scope of the Plan does not assume any changes or analysis of the existing JPA structure.

Review of Other Agencies Long Range Plans

As part of the process to develop the SBWMA's policy goals/guiding principles, staff researched the following agencies who have adopted Long Range Plans or similar policy oriented plans:

- City of San Jose
- City of Boulder
- StopWaste (Alameda County's waste reduction and recycling JPA)
- City of Portland

These agencies are all recognized leaders in developing successful waste reduction, recycling and related environmental programs. While the approaches, politics and values reflected in the adopted Long Range Plans of these agencies vary, they all share common policy goals and guiding principles in their Plans as summarized below:

- Waste Reduction and Recycling (Diversion) Goals
 - Look for opportunities to go beyond 75%
 - Utilize incentives to maximize participation
 - Focus on waste prevention
 - Consideration of new policy to change behavior
- Customer Service and Community Education
 - Convenient and user-friendly programs
 - Education to promote participation and sustainable behavior
 - Coordination of delivery of services
 - Government lead by example
- Cost Effective and Efficient Services
 - Partnerships
 - Rate equity and rate stability
 - Minimize cost impact to city(ies)
 - Minimize contract administration and enforcement cost
 - Address long term impacts
- Other Environmental and Regulatory Issues
 - Greenhouse gas emissions
 - Support product stewardship efforts
 - Worker safety
 - Aesthetics and litter issues
 - Public and environmental health
- Green Jobs and Economic Development
 - Invest in infrastructure
 - Long term economic impact to communities
 - Local business and job development
 - Market development with focus on implications of overseas markets and processing

Background

Staff presented a report at the July 24, 2014 Board meeting outlining draft guiding principles that will be used to evaluate programs and service alternatives, new or updated policies, and facility infrastructure improvements as part of Phases Two and Three of the Long Range Plan project. Development of such guidelines constitutes Phase One of the SBWMA's process to develop a new Long Range Plan as detailed in the Long Range Plan work plan approved as part of the FY1415 budget.

Staff presented a report at the April 24, 2014 Board meeting outlining the process for developing a Long Range Plan for the next ten years to assist the Board of Directors with future decision-making on enhancements to the existing solid waste, recycling and organics collection and processing system for the SBWMA service area. The JPA's last Long Range Plan was drafted in 2002, then updated in 2005 and became the starting point for the development of the franchised collection services programs rolled out in January 2011. This also included a masterplan for the Shoreway Environmental Center and was the basis for the \$46 million in capital improvements completed between the fall of 2009 and the spring of 2011.

A Long Range Plan is needed to help the JPA in its decision-making process as it addresses the following critical issues, among others:

- Decision by the Member Agencies in 2017 to extend the term of their existing collection Franchise Agreements or proceed with a competitive procurement
- Future decision by the JPA whether to extend the terms of the Shoreway Operations Agreement or proceed with a competitive procurement
- Future expiration of the Ox Mountain Disposal Agreement on December 31, 2019
- Future expiration of disposal and processing agreements for HHW, C&D processing and source-separated organics (for composting) processing
- The State's 75% recycling goal by 2020

Fiscal Impact

The SBWMA FY1415 budget approved by the Board on June 26, 2014 includes \$232,500 for the development of a Long Range Plan. \$187,500 is earmarked for the Plan development and \$45,000 for research associated with the organics recovery project with Silicon Valley Clean Water (formerly SBSA).

Attachments:

Resolution 2014-19

Exhibit A – Long Range Plan Guiding Principles

Attachment A – Long Range Plan – Work plan



RESOLUTION NO. 2014-19

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS APPROVING GUIDING PRINCIPLES FOR DEVELOPMENT OF THE LONG RANGE PLAN

WHEREAS, the SBWMA Board has reviewed and approved the work plan for the Long Range Plan as part of the adoption of the FY1415 budget on June 26, 2014;

WHEREAS, the SBWMA Board reviewed the draft Guiding Principles for the Long Range Plan at the July 24, 2014 Board meeting;

WHEREAS, the final Guiding Principles as detailed in **Exhibit A** has been reviewed by the SBWMA Board.

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority hereby approves the Guiding Principles for the Long Range Plan.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 11th day of September, 2014, by the following vote:

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Atherton					Menlo Park				
Belmont					Redwood City				
Burlingame					San Carlos				
East Palo Alto					San Mateo				
Foster City					County of San Mateo				
Hillsborough					West Bay Sanitary Dist.				

I HEREBY CERTIFY that the foregoing Resolution No. 2014-19 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on September 11, 2014.

ATTEST:

Bill Widmer, Chairperson of SBWMA

Cyndi Urman, Board Secretary

Exhibit A
Long Range Plan Guiding Principles

- **Maintain and Support an Economically Sustainable Solid Waste System**
 - Leverage existing infrastructure
 - Provide cost-effective and efficient programs
 - Maintain rate stability and predictability
 - Incorporate economic incentives through:
 - Commodity revenue sharing
 - Rate structure improvements
 - Performance standards
 - Promote economic development where feasible
 - Ensure the highest and best use of recoverable materials and implications for end markets so programs are economically and environmentally sustainable
 - Support product stewardship policies and initiatives

- **Enhance Environmental Benefits to the Community**
 - Increase and maximize participation in programs and services to reduce and reuse waste
 - Reduce and mitigate landfill and other facility impacts
 - Reduce collection fleet and transfer trailer fleet emissions
 - Develop and sustain strategic community partnerships
 - Support local, state and national mandates, including meeting the State's 75% recycling goal by 2020
 - Promote behavior change through public education
 - Invest in new, safe technologies and processes for infrastructure

- **Provide High Quality and Convenient Programs and Services**
 - Ensure that program initiatives are convenient, accessible and appropriate
 - Provide incentives to participate in programs where feasible
 - Enhance public education to maximize participation
 - JPA Member Agency facilities and the Shoreway facility to serve as models for high diversion facilities
 - Ensure proposed programs identify any service voids or deficiencies



Development of a Long Range Plan for the SBWMA

BACKGROUND

The South Bayside Waste Management Authority (SBWMA) is embarking on the development of a new Long Range Plan (“Plan”) for the next ten years to assist the Board of Director’s with future decision-making on enhancements to the existing solid waste, recycling, and organics collection and processing system for our service area of approximately 450,000 people in San Mateo County. The Joint Powers Authority’s (JPA) last Long Range Plan was drafted in 2002, then updated in 2005 and became the starting point for the development of the franchised collection programs and services rolled out in January 2011. A masterplan for the Shoreway Environmental Center was approved by the Board in April 2007 and was the basis for the \$46 million in capital improvements completed between the fall of 2009 and the spring of 2011.

With the rollout of new franchised collection services and completion of the Shoreway masterplan improvements in 2011, the SBWMA now has one of the highest regarded and most innovative collection and processing systems in place in the country. This system provides a solid foundation to build on to address any future diversion needs, changes in State laws and regulations, and new policy goals established by the Board of Directors.

Key features of the SBWMA existing collection and processing system include:

- A modern, flexible collection system for residents and businesses
- Highly efficient Materials Recovery Facility (MRF) processing infrastructure to support current and future processing needs
- Large transfer station with unused capacity for additional tons and space for new processing equipment
- Collection Services Franchise Agreements and Shoreway Operations Agreement with high performance standards, financial incentives and disincentives, an index-based compensation methodology to ensure cost stability, and shared requirements to minimize contamination levels in recycling and organics streams to maximize financial results
- Financial model with strong cost control features and incentives for maximizing commodity revenues
- A high performing, professional and accountable JPA organization with a lower cost overhead structure (i.e., the JPA is a non-PERS agency as compared to our Member Agencies) and highly experienced staff with strong working knowledge of the solid waste and recycling industry

When developing the Plan it is important to understand the critical factors that will influence or drive the JPA’s decision-making. For the SBWMA, some of these critical factors include:

- Decisions by Member Agencies in 2017 to extend or not the term of their existing Franchise Agreements with Recology, including determining the scope of work for the future collection services agreements
- Future decision by the JPA whether or not to extend the term of the Shoreway Operations Agreement with South Bay Recycling, including determining the scope of work for the future agreement
- Future expiration on December 31, 2019 of the Ox Mountain Disposal Agreement
- Future expiration of disposal and processing agreements for HHW, C&D processing and source separated organics (for composting) processing



- Assembly Bill (AB 341) with its 75% statewide recycling goal by 2020 and mandatory commercial recycling provisions
- Climate change laws and regulations that are influencing not only energy policy but solid waste policy
- Policy goal of greater rate stability and predictability

JPA'S CORE VALUES AND STRATEGIC PRIORITIES

The Plan will reflect the JPA's current core values and strategic priorities as adopted previously by the Board of Directors in March 2012, as detailed below.

SBWMA Core Values

- Implementing waste reduction, recycling and environmental education programs is paramount to achieving a greater resource conservation ethic and sustainable communities.
- Delivering high quality, and cost-effective resources and services for our customers, and contractors (i.e., vendors and service providers).
- Providing sound environmental policies and practices for our member agency communities.
- Conducting long-term planning for waste reduction and recycling programs and facility infrastructure is fundamental to achieving our mission.
- Facilitating excellent communication, collaboration and cooperation among all our stakeholders produces the best long-term results.

Our Strategic Priorities

- Provide day-to-day oversight, support, and management of service providers that collect, process, recycle and dispose of materials for the Member Agencies.
- Ensure contractors' and RethinkWaste programs are cost effective for the ratepayers.
- Provide day-to-day oversight of the Shoreway Environmental Center to meet financial, operational, and environmental goals.
- Meet or exceed environmental policies and regulations governing the collection and processing of recyclables and organics.
- Anticipate trends and implement innovative long-term solutions for waste reduction and recycling programs, facility infrastructure and disposal capacity.
- Monitor and assess contractor performance to ensure customer satisfaction and service delivery that meets or exceeds contractual requirements.
- Support RethinkWaste programs and policies through focused community outreach, education and promotion of rate payer value received.
- Manage the annual contractor compensation process to set contractor compensation and recommend Member Agency solid waste rate adjustments.
- Develop, implement and manage enhanced waste reduction and recycling services for Member Agencies (i.e., curbside HHW/universal waste/e-scrap collection services; seasonal community events such as e-scrap collection and shred events, compost giveaways, etc.; state grants; and other programs approved by the Board of Directors).

The Plan will be modified to address any Board changes to the above core values and strategic priorities noting that one of current strategic priorities is to "anticipate trends and implement innovative long-term solutions for waste reduction and recycling programs, facility infrastructure and disposal capacity."



PROPOSED PROJECT APPROACH

Staff is recommending the following approach for completion of the Plan. This approach is characterized by implementation of five key distinct phases, as follows:

- **Phase One** – staff develops and presents for Board consideration and approval policy goals and guiding principles that will drive the development of the Long Range Plan. These will be presented at the *July 24, 2014* Board meeting.
- **Phase Two** – staff completes an inventory of existing collection programs, processing infrastructure, public education and outreach efforts and policies and contracts; and identifies performance results and whether program and service enhancements are needed. This work will be completed in **July through October 2014**. A staff report providing a progress report on this work will be presented at the *November 20, 2014* Board meeting. Staff, with consultant support, will further research and expand upon the benchmarking data gathered as part of the FY1415 budget process and analysis of the current programs and services.

This phase will also include a one-day visioning workshop hosted by the SBWMA which will entail highlighting panels of speakers whose presentations will address the state of the state in waste reduction and recycling policies, programs, and facility infrastructure and technology. This workshop is tentatively scheduled for **late October or early November 2014**. Limited consultant support will be needed for workshop coordination.

- **Phase Three** – staff development of recommendations on potential programs and service alternatives, new or updated policies, and facility infrastructure with associated implementation timelines, preliminary cost estimates and estimated diversion goals as applicable. This work will be completed between **November 2014 and February 2015**. Extensive consultant support is needed for evaluating program and service alternatives, including helping validate cost and waste diversion estimates and the feasibility of pursuing various local policy options.
- **Phase Four** – completion of the Final Report detailing the Long Range Plan for review by the Board at the *March 2015* Board meeting. Preparing the Final Report, the Long Range Plan, the associated work plans and cost details for inclusion in the FY1516 budget for review by the Board will require consultant support.
- **Phase Five** – Board review and consideration of the Long Range Plan and approval of specific recommendations which will include detailed project work plans, including a public stakeholder engagement plan, and budget details to be included in the FY1516 Budget. This work will be completed between **April and June 2015**.

Staff updates will be provided to the Board during Phase Three and as noted in Phases Four and Five. Staff anticipates bringing proposed consultant contracts for Board consideration in October/November 2014.



Below is a listing of the proposed tasks associated with Phases Two, Three and Four of the Plan.

Collection Services

1. Review current collection programs and services.
 - o Prepare a description of all franchised and non-franchised collection services provided and identify the service providers.
 - e.g., Recology, WM Curbside, eRecycling, Member Agencies, etc.
 - o Identify performance results (e.g., diversion, participation rates, etc.) and evaluate if program changes are needed. Programs to be evaluated using criteria previously identified with a primary emphasis on cost effectiveness, diversion potential and rate impact.
2. Develop final recommendations on program and service alternatives. Recommendations to be prioritized based on their cost effectiveness, level of waste diversion, and implementation requirements. Cost estimates and implementation timelines to be provided for each alternative.

Processing Services

3. Review current materials processing options.
 - o Prepare a description of all existing material processing infrastructure (e.g., Shoreway Environmental Center, 3rd party disposal and processing facilities currently utilized, etc.)
 - o Identify performance results (e.g., diversion, participation rates, etc.) and evaluate if processing infrastructure changes are needed. This evaluation to include reviewing alternative technologies that are commercially viable and have the potential to significantly improve on existing performance results.
4. Develop final recommendations on material processing alternatives. Recommendations to be prioritized based on their cost effectiveness, how mission critical is the proposed infrastructure improvement, and implementation requirements. Cost estimates and implementation timelines to be provided for each alternative.

Public Education and Outreach

5. Review current public education and outreach programs and services.
 - o Prepare a description of each existing program or service, including target audience and demographic, service sector and to what extent the program or service is an ongoing effort or a focused campaign.
 - o Identify performance results (e.g., diversion, participation rates, etc.) and evaluate if program changes or enhancements are required. This evaluation to include whether or not more cost effective strategies are available, and to the extent to which the program or service results can be readily measured.
6. Develop final recommendations on public outreach program and service alternatives. Recommendations to be prioritized based on their cost effectiveness, level of waste diversion, and implementation requirements. Cost estimates and implementation timelines to be provided for each alternative.

Policies, Contracts, and Governance

7. Identify state regulatory framework driving programs and services. How will existing and potential future state laws and regulation effect our collection and processing system?
 - o AB939, AB32/AB341, AB1076, HHW/Universal Waste Laws and Regulations



8. Identify any local policies that may affect our collection and processing system.
9. Identify and evaluate all existing contracts (e.g., Franchise Agreements with Recology, Shoreway Operations Agreement with SBR, Ox Mountain Disposal Agreement with Republic Services, etc.) When will they expire? What changes may be needed in the current contracts or future related contracts? What is the most effective manner for the JPA to facilitate a review of the existing franchise agreements and future decisions whether to extend the term or not or make other changes?
10. Evaluate policy tools for enhancing existing diversion efforts (e.g., material disposal bans, Zero Waste Policy framework, etc.)
11. Evaluate the JPA model relative to whether any changes are needed to support future programmatic or policy goals.

Facilities and Infrastructure

12. Conduct an inventory of existing facilities and infrastructure.
 - o Shoreway Environmental Center
 - Collection fleet parking and maintenance facilities
 - Transfer truck fleet parking and maintenance facilities
 - Fuel storage and distribution system
 - Administrative offices
 - Visitor parking
 - Education center
 - o Other
 - Staff offices
13. Evaluate the extent to which any facility and infrastructure improvements are needed. Develop final recommendations on alternatives. Recommendations to be prioritized based on their cost effectiveness, how mission critical is the proposed infrastructure improvement, and implementation requirements. Cost estimates and implementation timelines to be provided for each alternative.



EVALUATION FRAMEWORK

Staff believes a critical first step in development of the Plan is for the Board to adopt specific policy guidance to drive the Plan, including guiding principles or criteria for evaluating programs and service alternatives, new or updated policies, and facility infrastructure. As previously noted, this will be discussed at the *July 24, 2014* Board meeting. In order the help facilitate this future discussion, staff has included in **Attachment A** some policy goals, guiding principles and/or evaluation criteria used by other public agencies in development of their Long Range Plans (called by others sometimes as a Zero Waste Plan, Master Plan, Recycling Plan, etc.)

Long Range Plans or Strategic Plans typically have a common feature of setting a diversion goal or target. The table below includes information on some of the communities that have adopted such targets. The SBWMA currently does not have a specific policy goal of achieving a stated diversion target. However, it should be noted that the State’s current goal is to reach 75% diversion throughout California by 2020. Staff recommends that the Board consider adopting a goal to mirror the State’s 75% diversion by 2020 in order to help focus the end goals of the Long Range Plan.

<u>Jurisdiction</u>	<u>Date Adopted</u>	<u>1st Target</u>	<u>2nd Target</u>
San Francisco	2002	75% by 2010	100% by 2020
Palo Alto	2005	73% by 2011	Zero Waste by 2021*
Oakland	2006	75% by 2010	90% by 2020
Livermore	2007	N/A	75% by 2015
Los Angeles	2007	75% by 2013	Zero Waste by 2030*
Seattle, WA	2007	60% by 2012	75% by 2025
Burbank	2008	N/A	Zero Waste by 2040*
San Jose	2008	75% by 2013	100% by 2022
StopWaste.org	2010	N/A	Less than 10% recyclables or compostables sent to landfill by 2020
Sunnyvale	2013	75% by 2020	90% by 2030

**Most have adopted the principal of equating zero waste to diverting at least 90% of materials from landfills or incinerators.*

City of San Jose Zero Waste Plan (November 2008)

- Excerpts directly from Plan

Evaluating Zero Waste

1. Increase Environmental Benefits to the Community
2. Improve Quality of Service
3. Support Local, State, and National Mandates
4. Address Fiscal Impacts

Increase Environmental Benefits to the Community

- Reduce vehicle emissions to support Urban Environmental Accords Action 14
- Support San José's Climate Action Plan
- Reduce and mitigate landfill and other facility impacts
- Invest in new, safe technologies and processes for infrastructure
- Consider environmental benefits and impacts in siting and permitting of new facilities
- Protect public health and the environment
- Analyze markets for recoverable materials to consider the highest and best use of materials and the implications of reliance on domestic and overseas markets

Improve Quality of Service

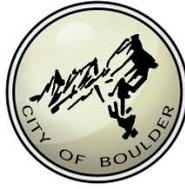
- Improve customer convenience such as offering a broader range of collection programs and container options; improving the recycling program for residents; improving call center responsiveness; and enhanced and targeted customer outreach
- Improve aesthetics - control of graffiti, litter and illegal dumping; specification of container types, quality, and placement
- Provide incentives to participate in, and maximize the effectiveness of, program initiatives
- Ensure that program initiatives are convenient, accessible and appropriate
- Ensure equity for all customers
- Create City operations that serve as a model for zero waste

Support Local, State and National Mandates

- Increase diversion to support the zero waste goal from the City's Green Vision Goal 5, the City's 2007 Zero Waste Resolution, and the Urban Environmental Accords Action 4(zero waste goal)
- Reduce the use of a disposable, toxic, or non-renewable product category by at least 50 percent in seven years to achieve Urban Environmental Accords Action 5
- Implement user-friendly recycling and composting programs pursuant to Urban Environmental Accords Action 6
- Support the City Sustainable Energy Policy and Action Plan
- Support the "Reduce, Reuse, Recycle hierarchy

Address Fiscal Impacts

- Minimize impact on customer rates and provide rate equity
- Minimize impact on City's revenue streams
- Minimize contract management and enforcement costs for programs
- Invest in infrastructure
- Invest in green jobs and economic development
- Address long-term fiscal planning and assess full economic impact
- Understand the potential impact on system fees (hauling, tipping, franchise)



City of Boulder Master Plan for Waste Reduction (February 2006)

- Excerpts directly from Plan

WHAT ARE THE GUIDING PRINCIPLES OF THIS MASTER PLAN FOR WASTE REDUCTION?

- Identify service voids.
- Create effective partnerships with for-profit and non-profit organizations to expand services with minimal city investment.
- Support programs that are convenient.
- Utilize economic incentives to alter habitual behavior.
- Help build infrastructure and then require its use once it's convenient and economical.

Potential waste reduction programs were evaluated using the following criteria:

- Cost
- Timing
- Political will
- Visibility
- Diversion potential
- Interagency/government cooperation
- Infrastructure requirements
- Toxicity reduction
- Environmental impacts
- Market value of recyclables
- Program precedent
- Viability
- Measurability



Alameda County Source Reduction and Recycling Plan: Vision 2010: 75% and Beyond (adopted January 2003 and Updated in 2006 and 2007)

- Excerpts directly from Plan

Overall Goals

This plan sets forth the following general goals:

- Achieve a 75% waste diversion rate by 2010, with 20% of this coming from waste prevention.
- Establish the groundwork for moving beyond a 75% diversion rate after 2010.
- Increase and maximize participation in resource conservation and recycling to reduce waste.
- Maintain priority on waste prevention and broaden programs to incorporate sustainability concepts.
- Assist in the development of markets to support diversion efforts. Close the recycling loop by identifying and supporting end uses for targeted materials.
- Educate residents and businesses about the environmental, economic and health merits of sustainable practices.
- Expand partnerships with key stakeholders, including member agencies, haulers, processors, recyclers, other public agencies, businesses, schools, utilities and public policy makers at every level of government.
- Promote best resource stewardship practices in businesses, member agencies and schools.
- Maximize impact of Agency programs by coordinating delivery of services.

General Policies

The following policies derive from the Agency's mission and vision. They define the Agency's basic philosophy as reflected in the Recycling Plan.

1. Promote maximum resource conservation.
2. Promote waste prevention as the top priority.
3. Provide specific goals and measurements.
4. Focus on regional approaches.
5. Promote sustainable economic development.
6. Promote the social benefits of reduction, recycling and composting.
7. Address the fundamental need to change public attitudes and values regarding use of resources.
8. Place Alameda County in a leadership position in the field of resource conservation.
9. Recognize that private industry and institutions can and should play a major role in providing solutions.
10. Focus on methods that encourage voluntary action by industry and the public.
11. Focus on a few programs that are "done well."
12. Focus on public information and education.
13. Identify cost-effectiveness as one key criterion for Agency programs.
14. Take into account significant economic trends.
15. Visualize change.

City of Portland, Office of Sustainable Development: Portland Recycles! Plan (August 2007)

- Excerpts directly from Plan

In a resolution adopted in June 2006, Portland City Council directed the Office of Sustainable Development to conduct a public process and develop a plan that would achieve the following solid waste management goals over the next 10 years:

- *Promote sustainability of the solid waste and recycling system that includes maximum efficiency, equity and economic vitality, improved worker safety and reduced environmental and human health impacts over the entire life cycle of the materials.*
- *Minimize the impact of harmful wastes by targeting toxicity and reducing greenhouse gas emissions.*
- *Reduce per capita waste generation below 2005 levels by the year 2015.*
- *Increase recovery of all waste with a target of 75 percent by the year 2015 and promote highest value use of the recovered materials.*

The following strategies are critical to the success of the Plan::

Promote behavior change and education — Effective education programs and commitment strategies support the development of new daily habits and personal motivation that will lead to an increase in waste prevention and recycling activities.

Require participation — New requirements are necessary to compel businesses in particular to optimize waste prevention and recycling activity. Residential strategies focus on voluntary participation throughout most of the plan period; if the plan's goals are not met, participation requirements may be applied to residents in the later phases.

Lead by example in government — Guided by the Sustainable City Principles, City policy for waste prevention and recycling encourages innovation and behavior change from within to serve as a model for the broader community.

Support regional and state policy and legislation — A coordinated approach within all levels of government is necessary. Authority for certain policies or actions may reside with regional or state agencies.

Implement local legislation — City legislation may be necessary to establish new policy and implement recommendations in the Plan.