



CONSENT CALENDAR



DRAFT MINUTES

**SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY
MEETING OF THE BOARD OF DIRECTORS
September 24, 2015 – 2:00 p.m.
San Carlos Library Conference Room A/B**

Call To Order: 2:01PM

1. Roll Call

Agency	Present	Absent	Agency	Present	Absent
Atherton	X		Menlo Park	X	
Belmont	X		Redwood City	X(arrived 2:20pm)	
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 John Root represented Burlingame

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. Executive Director's Report

Executive Director McCarthy highlighted the Long Range Plan pilot program with dual collection vehicles would be starting next week in San Mateo and then will move to Menlo Park , and that staff would share the results of the pilot when they have them. He also gave an update on the recruitment for a new Recycling Outreach and Sustainability Manager, noting that by the next Board meeting a new staff person would be introduced. He also noted an issue that was not mentioned in the written report, but he wanted to give early information on. He commented that the facility that is currently being used for glass processing in San Leandro is the only glass processor in the Bay Area. Their lease is up, and the facility is moving to Fairfield. Because of this, the glass from Shoreway will need to be hauled much further. He added that staff would be updating the Board in October with the financial impacts.

4. 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 July 23, 2015 BOD Meeting Minutes
- B. Resolution Approving Agreement with OneWorld Communications for Public Education and Outreach Collateral and Campaign Development for RethinkWaste Programs and Services
- C. Resolution Approving 5th Amendment to Executive Director’s Employment Agreement
- D. Approval of Quarterly Investment Report as of 6/30/15
- E. Resolution Authorizing Update to 401(a) Retirement Plan Trustees

Member Benton motioned to accept the Consent Calendar items
 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			

5. Administration and Finance:

- A. Consideration of Approval of Executive Director’s Goals for FY1516 (Approval item)

Chair Widmer noted that the suggestions for goals from the Executive Director’s performance evaluation had been incorporated into the final goals, and that he worked with the Executive Director to refine them to make sure they were relevant to the work the JPA would be doing over the next year.

Member Benton motioned to accept the Executive Director FY1516 Goals Resolution number 2015-24
 Member Bronitsky 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			

6. Collection and Recycling Program Support and Compliance:

- A. Resolution Approving 2016 Recology San Mateo County Compensation Application (Approval item)

Staff Feldman noted the recommendation to approve the compensation at \$57,344,842 for 2016 which equates to an SBWMA wide 3% decrease from the 2015 compensation application. He also pointed out

some minor changes that were made since August: a cost reduction in Hillsborough; a change to reflect the surplus payment to Atherton; and to remove the Agency fees that are not relevant to Belmont. He also noted a more material change to the presentation of the report; that the Recology surplus balances refunded for 2014 are currently shown in a more streamlined version of table 8.

Member Olbert asked for some insight as to why the incentive and disincentive payments were dropping each year in table 1.

Staff Feldman answered that the diversion incentive payment was lower because there was less diversion achieved than the prior year, but every year on the incentive payment the bar is set higher than the previous year. So as long as Recology is meeting that bar, then they are meeting the base line performance standard, and a disincentive payment would mean that they weren't meeting that baseline.

Chair Widmer stated that Atherton supports the great work that the staff has done and the preliminary analysis that was done by Recology. He stated that Atherton does not support the two pilot projects targeted for this year, and that while Atherton does support all efforts to improve diversion, he didn't believe that projects Atherton is not going to be a part of should be paid for by their rate payers. He stated that Atherton would be voting no because the pilot programs are included in the compensation application.

Staff Feldman commented that there are two typos on page 12, and that those would be corrected in the version that gets approved if it is approved.

Member Bronitsky made a motion to approve the 2016 Recology San Mateo County Compensation Application Resolution number 2015-25

Member Bonilla seconded the motion

Voice Vote: 8-1-0-3

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			

7. Shoreway Operations and Contract Management:

A. Resolution Approving 2016 South Bay Recycling Compensation Application (Approval item)

Staff Gans gave an overview of the SBR compensation application and noted that no changes had been made since the draft was originally sent to the Board or reviewed by the TAC. He noted that the compensation increase for 2016 is 1.52% for a total amount of \$17,044,000. He also explained that the reason for the fairly low level of increase is that the fuel index went down in this process and brought the average rate down.

Member Bronitsky made a motion to approve the 2016 South Bay Recycling Compensation Application Resolution number 2015-26

Member Bonilla 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			

8. Informational Items Only (no action required)

A. Staff Update on Implementation of Commercial Recycling Hauler Reporting System Ordinance

Member Benton asked for comments from staff on this report.

Executive Director McCarthy highlighted that the ordinance is producing reporting of significant diversion, and staff has updated the Long Range Plan forecasted diversion to close to the 75% target based on the reporting. He also noted that the bad news is that there is still a high level of non-compliance among the businesses targeted through the ordinance.

Member Benton asked if there was any reason for non-compliance.

Executive Director McCarthy answered that there are a range of reasons, some are just not responding to the staff's phone calls, some are saying they don't have individual store data, or they don't collect the data in the way it is being asked. So staff is trying to be very flexible with those businesses asking them to give the data in the way that they can so that it can be used as planning level data.

Member Carlton asked if some of the businesses are not recycling at all, or if the businesses are not reporting their recycling.

Executive Director McCarthy answered that some of the business haven't even registered, but they are on the list because they are involved in recycling in some way. He added that a lot of companies have been taken off the list because there has been a conversation with them and it turned out the ordinance didn't apply.

Member Bonilla asked if there are any big companies just throwing recycling away.

Tammy DelBene of Recology noted that they do keep track of which accounts don't subscribe to recycling or compost service. She added that additionally when they do reach out to non-subscribing businesses via AB341 calls they make note if they are backhauling or selling their materials themselves in the system so they're not on the list every time. She also noted that for large generators it is to their advantage to participate in the Recology programs, because all but one Member Agency offers a discount on organics service, and if a business can lower their cart or bin size they can lower their overall costs.

Member Bonilla asked if the state tracked commercial recycling.

Tammy DelBene answered that Recology works very closely with the state on the reporting side, but that it is tracked by jurisdiction because the law applies to the jurisdiction not the individual business.

Member Aguirre Arrived at 2:20 PM

- B. 2015 Finance and Rate Setting Calendar
- C. Check Register for July and August 2015
- D. Technical Consulting Contracts for 3rd Quarter 2015
- E. Potential Future Board Agenda Items

Member Olbert asked that a discussion on process and procedures that are used by the Board be added to a future agenda.

- 9. **Board Member Comments**
- 10. **Adjourn 2:25PM**



STAFF REPORT

To: SBWMA Board Members
From: Cliff Feldman, Recycling Programs Manager
Date: October 22, 2015 Board of Directors Meeting
Subject: Resolution Approving Amendment Number 4 to Agreement with WM Curbside, LLC to Provide Household Hazardous Waste, Universal Waste, Electronic Scrap and Sharps Door-to-Door Collection, Recycling and Disposal Services

Recommendation

It is recommended that the SBWMA Board of Directors approve Resolution No. 2015-28 attached hereto authorizing the following action:

1. Authorize staff to execute Amendment Number 4 (see **Exhibit A**) to extend the Agreement with WM Curbside, LLC to provide household hazardous waste, universal waste, electronic scrap, and sharps door-to-door collection, recycling and disposal services for one-year from January 1, 2016 through December 31, 2016.

All other terms and conditions of the Agreement remain unchanged, with the exception of omitting the provision regarding the SBWMA's discretion to extend the Agreement for one-year. This is the final one-year extension to the current Agreement.

Analysis

The contract with WM Curbside, LLC to provide door-to-door household hazardous waste (HHW) collection services will expire on December 31, 2015. Amendment number 4 is the second and final extension prescribed in the current contract and will extend service from January 1, 2016 through December 31, 2016.

Extending the contract for another one year will allow for this service to be provided uninterrupted and permit staff to continue negotiating with the company to extend the contract further and to explore other alternatives to having this service provided exclusively by WM Curbside, LLC. If the Board chooses to not extend the Agreement, residents will no longer be provided this service as there currently are no other service provider alternatives readily available. In the next six months, staff will initiate efforts to evaluate other future potential service provider options.

Background

On February 26, 2009 the SBWMA Board of Director's authorized staff to negotiate a contract with Curbside Inc. to provide door-to-door collection service of Household Hazardous Waste, Universal Waste, E-Scrap, Sharps and Medicine on behalf of Member Agencies that expressed an interest by April 2, 2009. Initially, seven Member Agencies expressed an interest to participate; however, all Member Agencies are currently provided the service.

On October 22, 2009, the SBWMA Board of Director's directed staff to execute a three year Agreement with Curbside Inc. (name of the company prior to WM Curbside, LLC) and this contract was executed on November 12, 2009 for service from January 1, 2010 through December 31, 2012. On November 18, 2010, the SBWMA Board approved Resolution No. 2010-36, authorizing the Executive Director to execute an extension to this contract for an additional two years through December 31, 2014. Resolution No. 2010-36 also provided the company authorization to assign the contract to WM Curbside, LLC and provided the SBWMA sole discretion to proceed with up to two one year extensions.

Fiscal Impact

There is no fiscal impact associated with the recommendation as the cost of the program is a pass-through cost for the SBWMA and thus paid directly by the Member Agencies. The SBWMA FY1516 budget allocates \$80,000 for public education and outreach for this program.

The current cost for this service is \$0.46 per month per single-family household and \$0.21 per month per multi-family dwelling with the cost subject to an annual CPI adjustment. These costs are included in Member Agency solid waste rates.

Attachments:

Resolution 2015-28

Exhibit A - Amendment Number 4 to the Agreement with WM Curbside, LLC



RESOLUTION NO. 2015-28

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS

APPROVING AMENDMENT NUMBER 4 TO EXTEND THE AGREEMENT WITH WM CURBSIDE, LLC TO PROVIDE HOUSEHOLD HAZARDOUS WASTE, UNIVERSAL WASTE, ELECTRONIC SCRAP AND SHARPS DOOR-TO-DOOR COLLECTION, RECYCLING AND DISPOSAL SERVICE FOR ONE-YEAR FROM JANUARY 1, 2016 THROUGH DECEMBER 31, 2016

WHEREAS, the Authority is a joint powers agency organized under the Joint Exercise of Powers Act by cities and other local government agencies in San Mateo County (the "Member Agencies"), each of which oversees the collection of solid waste, organic materials and recyclable materials within its jurisdiction; and

WHEREAS, on October 22, 2009, the SBWMA Board of Directors approved Resolution No. 2009-31 directing staff to execute a three year agreement with Curbside Inc. to provide household hazardous waste, universal waste, electronic scrap, medicine and sharps door-to-door collection, recycling and disposal service; and

WHEREAS, on November 12, 2009, the SBWMA and Curbside Inc. executed an agreement with a term of January 1, 2010 through December 31, 2012; and

WHEREAS, on November 18, 2010, the SBWMA Board of Director's approved Resolution No. 2010-36 authorizing assignment of the contract to WM Curbside, LLC and extending the agreement for two years through December 31, 2014 and potentially four years through December 31, 2016 at the discretion of the SBWMA; and

WHEREAS, on October 23, 2014, the SBWMA Board of Director's approved Resolution Number 2014-26 authorizing staff to execute Amendment Number 3 extending the agreement for one year from January 1, 2015 through December 31, 2015; and

WHEREAS, the SBWMA is exercising its contractual discretion to extend the agreement with WM Curbside, LLC for one-year, from January 1, 2016 through December 31, 2016; and

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority hereby:

Authorize staff to execute Amendment Number 4 to extend the Agreement with WM Curbside, LLC to provide household hazardous waste, universal waste, electronic scrap, and sharps door-to-door collection, recycling and disposal services for one-year from January 1, 2016 through December 31, 2016.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the this 22nd day of October, 2015, 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. 2015-28 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on October 22, 2015.

ATTEST:

Cyndi Urman, Board Secretary

Bill Widmer, Chairperson of SBWMA

**AMENDMENT NUMBER 4 TO THE
AGREEMENT WITH WM CURBSIDE, LLC TO PROVIDE HOUSEHOLD
HAZARDOUS WASTE, UNIVERSAL WASTE, ELECTRONIC SCRAP AND SHARPS
AND MEDICINE DOOR-TO-DOOR COLLECTION, RECYCLING AND DISPOSAL
SERVICES AGREEMENT (THE “AGREEMENT”)**

This Amendment Number 4 to the Agreement (this “Amendment”) dated as of January 1, 2016 (“Effective Date”) amends the Agreement dated as of November 11, 2009 by and between South Bayside Waste Management Authority (“Authority”), and WM Curbside, LLC (“Contractor”) (formerly known as Curbside, Inc.), having its principal place of business at 1001 Fannin, Suite 4000, Houston, TX 77002. All capitalized terms not otherwise defined in this Amendment shall have the meaning set forth in the Agreement (as hereinafter defined).

RECITALS

WHEREAS, the Authority desires to continue utilizing the services of Contractor to establish and manage the Authority’s Household Hazardous Waste, Universal Waste, E-Scrap and Sharps Door-to-Door Collection, Recycling and Disposal Program (“Program”).

NOW, THEREFORE, THE PARTIES AGREE TO AMEND THE AGREEMENT BY REPLACING IN ITS ENTIRETY SECTION 3 OF AMENDMENT NUMBER 3, AS FOLLOWS:

3. TERM AND SCHEDULE

The Term shall be extended for one (1) year commencing on January 1, 2016 and shall continue until December 31, 2016, unless earlier terminated. Contractor shall begin providing service to any Authority member agency within thirty (30) days of authorization by the Authority.

No Other Changes. Except as expressly provided herein, all of the terms and provisions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the following parties have executed this Amendment Number 4 to take effect as of the Effective Date.

**SOUTH BAYSIDE WASTE
MANAGEMENT AUTHORITY**

WM CURBSIDE, LLC

(Signature)

(Signature)

Kevin McCarthy

(Name)

(Name)

Executive Director

(Title)

(Title)



STAFF REPORT

To: SBWMA Board Members
From: Kevin McCarthy, Executive Director
Date: October 22, 2015 Board of Directors Meeting
Subject: Resolution Approving 2016 Annual Public Education Plan

Recommendation

It is recommended that the SBWMA Board of Directors approve Resolution No. 2015-29 attached hereto authorizing the adoption of the 2016 Annual Public Education Plan.

Analysis

Preparation and Board approval of the Annual Public Education Plan by November 1st is a requirement of the Member Agency Franchise Agreements. Starting with the 2013 Annual Public Education Plan, RethinkWaste became responsible for developing and implementing the public education activities associated with the Franchise Agreements. RethinkWaste took over this responsibility as part of the administrative changes to the Franchise Agreements approved by the Board on March 28, 2013. These administrative changes included the elimination of Recology's Public Education Manager position as a cost-savings measure, which was responsible for developing, submitting and managing the Annual Public Education Plan as specified in Section 7.03(B) of the Franchise Agreement.

The 2016 Annual Public Education Plan (see **Exhibit A**) is a comprehensive plan that details the overall, coordinated efforts of both RethinkWaste and Recology San Mateo County to ensure residents and businesses are knowledgeable of and actively participating in all of the franchised programs and services available to them in the RethinkWaste service area. The plan also includes RethinkWaste's related outreach efforts (e.g., Multi-Family Toolkit, mandatory commercial recycling outreach, Door-to-Door Household Hazardous Waste collection outreach) that support or compliment franchised services.

All of the outreach activities detailed in Exhibit A were included in the Board-adopted FY1516 budget, and there are no new efforts or costs included in this plan. As RethinkWaste operates on a fiscal year budget, this plan includes only our planned activities through the end of June 2016 and not the full 2016 calendar year. As a convenience, staff has included a calendar of outreach activities for all of 2015 and for the first half of 2016.

Staff will continue to work in collaboration with Recology and Member Agencies for input on the content and look of the outreach pieces identified in the 2016 Plan to maximize their effectiveness.

Background

RethinkWaste overall mission is to provide cost effective waste reduction, recycling, and solid waste programs to Member Agencies through franchised services and other recyclers to meet and sustain diversion rates, recycling goals and other related programs as mandated by the State. As part of this goal, RethinkWaste is responsible for developing and implementing a variety of public education and public awareness activities to support the programs and services provided to residents and businesses in the service area, including those provided by Recology.

While RethinkWaste manages the public education requirements associated with the Franchise Agreements, Recology remains responsible for the costs associated with producing and distributing specific outreach pieces such as bill inserts and an annual service notice, and distributing such items as Buddy Bags, internal containers and multi-family outreach materials.

Fiscal Impact

There is no fiscal impact associated with the implementation of Recology's public education requirements as the company remains responsible for the costs associated with producing and distributing the Franchise Agreement specified public education requirements. The adopted FY1516 budget details specific line items for RethinkWaste's public education efforts separate from the Recology requirements. It is important to note that there are no new efforts or costs included in this Plan.

Attachments:

Resolution 2015-29

Exhibit A – 2016 Annual Public Education Plan



RESOLUTION NO. 2015-29

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS APPROVING THE 2016 ANNUAL PUBLIC EDUCATION PLAN

WHEREAS, the twelve Member Agencies of the South Bayside Waste Management Authority (SBWMA) have each executed a Franchise Agreement for Recyclable Materials, Organic Materials, and Solid Waste Collection Services with Recology San Mateo County (Recology); and

WHEREAS, The SBWMA Board of Directors on March 28, 2013 approved the recommendation for the Member Agencies to approve administrative changes to their respective Franchise Agreements concurred by Recology; and

WHEREAS, The approved administrative changes included implementing changes to the public education component, including the elimination of Recology's Public Education Manager position, which was responsible for developing, submitting and managing the Annual Public Education Plan per section 7.03B of the Franchise Agreements; and

WHEREAS, With the elimination of this position, the SBWMA has been submitting the plan to the SBWMA Board and managing Recology's Franchise Agreement public education requirements starting with the 2013 Annual Public Education Plan approved by the Board on February 28, 2013; and

WHEREAS, The SBWMA is also responsible for overall outreach on the programs and services on behalf of the Member Agencies; and

WHEREAS, The 2016 Annual Public Education Plan includes both Recology's Franchise Agreement public education requirements for calendar year 2016, and related SBWMA outreach per the Board-adopted FY1516 budget;

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority hereby approves the 2016 Annual Public Education 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 22nd day of October, 2015, 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. 2015-29 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on October 22, 2015.

ATTEST:

Cyndi Urman, Board Secretary

Bill Widmer, Chairperson of SBWMA



2016 ANNUAL PUBLIC EDUCATION PLAN

October 22, 2015

INTRODUCTION

The core mission of RethinkWaste is to provide cost-effective waste reduction, recycling, and solid waste programs to Member Agencies through franchised services and other recyclers to meet and sustain diversion rates, recycling goals and other related programs as mandated by the State. As part of this goal, RethinkWaste is responsible for developing and implementing a variety of public education and public awareness activities to support the continued success of the recycling, compost, and solid waste programs and services provided by the joint powers authority, and the services provided by Recology San Mateo County (Recology).

This 2016 Public Education Plan details the overall, coordinated efforts of both RethinkWaste and Recology to ensure residents and businesses are knowledgeable of and actively participating in our programs and services. The Plan encompasses Recology's public education requirements for calendar year 2016, and RethinkWaste's related outreach efforts captured in our adopted FY1516 budget.

It should be noted that as of 2013, RethinkWaste is responsible for developing and implementing an annual Public Education Plan as specified in section 7.03B of the Franchise Agreements between Recology and each of the 12 RethinkWaste Member Agencies. This responsibility was previously required of Recology, but contract amendments have transferred the responsibility to RethinkWaste.

While RethinkWaste is responsible for developing and implementing the public education activities associated with the Franchise Agreement(s), Recology remains responsible for the costs associated with producing and distributing the public education materials prescribed in the Franchise Agreement(s) such as bill inserts, an annual service notice, etc.

The 2016 Annual Public Education is a comprehensive plan designed to ensure that residential and commercial customers are kept apprised of the programs available to them through the CartSMART and BizSMART collection services; the benefits of source reduction, reuse, recycling and compost and related program opportunities; and the proper handling of household hazardous waste, among others. The public education materials will emphasize the use of visuals and graphic images to be as clear as possible regarding program parameters. The Plan also includes an expanded emphasis on the use of social media.

This plan incorporates the knowledge gained from the 2014 Public Education Survey of Residents conducted in April 2014 which showed that for any message to be effective with residents, a multi-faceted and comprehensive approach needs to be utilized as there is not one specific means of outreach and message delivery that is significantly preferred by the residents. Instead, it is a combination of direct mail, electronic media, and bill inserts, among others.

In addition, various methods will be used to measure the effectiveness of the outreach materials and strategies by sector: single-family, multi-family and commercial. These methods will cover not just the means of communication, but the actual tools used as well. The knowledge gained will be used to refine existing outreach materials and strategies, and develop future ones to ensure that our limited public education budget is maximized for effectiveness.

RethinkWaste will continue to work in collaboration with Recology and Member Agency staff to develop outreach and education efforts designed to engage customers, promote program success and achieve Member Agencies' goals.

RECOLOGY SAN MATEO COUNTY FRANCHISE AGREEMENT REQUIREMENTS

This section highlights Recology’s public education requirements and obligations per the Franchise Agreement(s) for calendar year 2016 (January-December). Please refer to the Public Education Schedules (**Attachment A**) for a complete timeline for fiscal and calendar year activities. RethinkWaste takes the lead in developing all public education materials with review provided by Recology.

1. **Bill Inserts – Franchise Agreement Section 7.03(E)(17)**

The Franchise Agreement allows for the insertion of up to a total of twelve solid waste bill inserts each rate year divided between residential and commercial customers, of which the contents for nine of these bill inserts are specifically stated. The intent behind the nine specific bill inserts is to ensure that the information conveyed is uniform and applicable to all Member Agencies regarding the specific programs provided to all residents and businesses by Recology in the RethinkWaste service area. The nine specified inserts are summarized on the following page. The remaining three inserts were left unspecified to allow Member Agencies the flexibility to develop their own bill inserts to promote related diversion programs or events specific to their Agency. Therefore, Member Agencies may develop up to three additional customized inserts (at no additional cost) in those instances where not all nine prescribed inserts are utilized, or when some are combined.

Developing a customized bill insert requires a minimum of a six-week lead time to ensure production, printing and insertion in bills can be completed for the desired billing cycling. For reference, **Table 1** below provides the Member Agencies residential billing cycle with Recology. Residential customers are billed quarterly. However, all commercial customers (which include multi-family dwelling property managers/owners) are billed monthly in arrears.

Table 1: Residential Billing Cycle

Member Agency	Billed Dec. 31 (for service in)	Billed March 31 (for service in)	Billed June 30 (for service in)	Billed Sept. 30 (for service in)
San Mateo	Jan.-March	April-June	July-Sept.	Oct.-Dec.
Menlo Park	Jan.-March	April-June	July-Sept.	Oct.-Dec.
Redwood City*	Jan.-March	April-June	July-Sept.	Oct.-Dec.
West Bay Sanitary District	Jan.-March	April-June	July-Sept.	Oct.-Dec.
	Billed Jan. 31 (for service in)	Billed April 30 (for service in)	Billed July 31 (for service in)	Billed Oct.31 (for service in)
Atherton	Feb.-April	May-July	Aug.-Oct.	Nov.-Jan.
Burlingame	Feb.-April	May-July	Aug.-Oct.	Nov.-Jan.
San Carlos	Feb.-April	May-July	Aug.-Oct.	Nov.-Jan.
	Billed Feb. 28 (for service in)	Billed May 31 (for service in)	Billed Aug. 31 (for service in)	Billed Nov. 30 (for service in)
Belmont	March-May	June-Aug.	Sept.-Nov.	Dec.-Feb.
San Mateo County – Franchised Area	March-May	June-Aug.	Sept.-Nov.	Dec.-Feb.
East Palo Alto*	March-May	June-Aug.	Sept.-Nov.	Dec.-Feb.
Foster City	March-May	June-Aug.	Sept.-Nov.	Dec.-Feb.
Hillsborough	March-May	June-Aug.	Sept.-Nov.	Dec.-Feb.
North Fair Oaks*	March-May	June-Aug.	Sept.-Nov.	Dec.-Feb.

*Member Agency billed either directly or through property tax roll. Recology only bills residents for extra services such as a second or more carts.

- **Annual Bulky Items On-Call Collection Service Notice:** The Annual Bulky Items On-Call Collection Service is provided twice annually to all residential customers upon request, at no additional cost. Customers can schedule a collection between February 1 and December 31 each year. (This service is not provided in January due to collection of holiday trees.) This bill insert is sent to single-family

residents once per year, typically in the spring. In response to increases in illegal dumping, concerns by Member Agencies, and the need to increase public awareness and program participation, this insert will again be sent to residents twice in 2016 (i.e., in the spring and fall), replacing one of the two Compost Giveaway Notices listed later in this section. The effectiveness of the notices will be measured by multiple means, including doing month-to-month and year-over-year program participation comparisons, as well as having Recology's customer service representatives ask how residents became aware of the program periodically throughout the year when they call to schedule a Bulky Item Collection.

- **Annual Holiday Tree Recycling Service Notice:** Recology is required to collect holiday trees from residential single-family and multi-family dwelling customers annually during the holiday season at no additional cost. While residential customers can simply place their trees out for collection between December 26 and January 31, multi-family dwelling property owners and managers must schedule the service, and can request that trees be collected loose in specific locations or that Recology deliver a large drop-box for residents to consolidate trees for collection. This bill insert provides information on the Holiday Tree Recycling program and is sent to both single-family and multi-family residents once per year in the last billing cycle of the year for each Member Agency. This insert will be combined with Annual "Reduce Holiday Packaging" Notice to promote resource conversation using double-sided printing and will also include holiday collection schedule changes.
- **Annual "Reduce Holiday Packaging" Notice:** Since the holiday season is a unique time of year, resulting in an enormous amount of packaging waste, this bill insert is designed to provide information on reducing waste during the holidays. This insert is sent to both single-family and multi-family residents once per year in the last billing cycle of the year for each Member Agency. This insert will be combined with Annual "Holiday Tree Recycling" Notice to promote resource conversation using double-sided printing and will also include the holiday collection schedule changes.
- **Twice Annual Compost Giveaway Notice:** This bill insert promotes both the Recology and RethinkWaste Compost Giveaway programs and is sent to both single-family and multi-family residents twice per year. One of the two inserts will be replaced by a second Bulky Items On-Call Collection Notice in response to increases in illegal dumping, concerns by Member Agencies, and the need to increase public awareness and program participation. The remaining Compost Giveaway bill insert can be customized to include Member Agency specific event date(s) or used to promote confidential materials Shred/E-Scrap collection events.
- **Twice Annual Commercial Recycling Notice:** The commercial sector continues to contribute approximately two-thirds of the garbage sent to the landfill in the RethinkWaste service area and Recology's commercial recycling diversion rate was approximately 31% in 2014. This notice is sent to commercial customers (including multi-family) twice per year, typically in the spring and fall. The inserts will provide information on the State's mandatory commercial recycling requirements through Assembly Bill (AB) 341 and AB 1826, and BizSMART program information.
- **Annual Commercial Recycling Awards Notice:** This bill insert is sent to commercial customers (including multi-family) once per year promoting the annual BizSMART@Work Awards held by RethinkWaste in partnership with Recology described in greater detail in a later section of this Plan. This insert will provide information on the 2016 BizSMART@Work Awards program and solicits nominations.

2. Service Notice – Franchise Agreement Section 7.03(J)

This annual Service Notice provides a summary of the scope of services available to all Residential customers. The notice highlights the full range of program guidelines and participation requirements regarding the services provided by Recology and include other useful information regarding recycling and the Door-to-Door Household Hazardous Waste Collection Service managed by RethinkWaste. A postcard highlighting the key program information will be direct mailed to residents. A more comprehensive brochure is available online for those who would like detailed information. Both the postcard and brochure were produced in English, Spanish and Chinese to reach the widest audience.

The postcard and brochure were developed in 2015 and the postcard was mailed to all residential customers in early October. The service notice was not previously produced and distributed due to having existing program brochures developed by RethinkWaste for the rollout of the new services in 2011 that met the needs of the service notice. However, they have since become outdated, prompting the need for producing the new postcard and brochure in 2015.

Their effectiveness will be measured by multiple means, including doing month-to-month and year-over-year program participation comparisons, as well as having Recology's customer service representatives ask how residents became aware of specific programs following their distribution, as well monitoring website analytics, among others.

3. Distribution of Materials – Franchise Agreement Section 7.03(E)

Per the Franchise Agreement(s), Recology will continue to disseminate (i.e., mail, deliver door hangers, etc.) outreach collateral pieces and other promotional/educational items provided by RethinkWaste, including the Multi-Family Toolkit and Buddy Bags, and deskside and other internal containers for recycling and organic materials, among others. The effectiveness of the Buddy Bags and internal containers will be measured by Recology by providing data on service levels and other issues prior to their delivery, monitoring for improvements (e.g., reduced garbage service levels, higher diversion, lower contamination, etc.), and providing data on results. Similar measurements will be used for the Toolkit and other outreach materials, as well as seeking direct feedback from tenants, property owners and managers through online surveys.

4. Community Events

- **Confidential Document Destruction Service Event – Section 5.07:** RethinkWaste will continue to coordinate all of the Shred/E-Scrap Community Events for Member Agencies, including the one Confidential Document Destruction Service Event previously provided by Recology for no additional cost. Per the Franchise Agreements, Member Agencies are entitled to receive one Shred Event at no additional cost, which can be combined with E-Scrap collection.

As per the efforts of RethinkWaste staff in prior years, Member Agencies can have additional Shred/E-Scrap events as well. The hourly cost for the Shred Event vendor will be deducted from the revenue generated from the collected E-Scrap for the additional events. Any remaining revenue will be sent to the Member Agencies or RethinkWaste will bill the Member Agency for any uncovered costs.

RethinkWaste will continue to also promote events as in prior years per budgetary constraints, including through press releases, website and social media postings, posters and electronic flyers for Member Agencies' websites. Member Agencies will be receiving a separate request form to reserve their event(s) in December 2015/January 2016 for 2016 events.

- **Coats for Kids Program – Section 5.10:** Recology will implement its annual Coats for Kids Program in October 2016 for Member Agencies interested in participating. The program entails drivers collecting children’s coats from residential customers over a one-week period. In addition, collection receptacles for coats will be provided at city halls and community centers over a two-week period, upon request for each Agency. Recology and RethinkWaste will jointly promote the program. These promotional efforts will include: press releases, website and social media postings, print advertisements, posters and electronic flyers. Member Agencies will be receiving additional information from Recology in fall 2016 to participate in the program. Recology will track how many coats are collected curbside vs. at the drop-off locations to help measure the program’s success.
- **Compost Giveaway – Section 5.11:** Recology will continue to coordinate all of the Compost Giveaway events for Member Agencies. This will include Recology’s Bring Your Own Bucket (BYOB) events and the RethinkWaste events.

The first Recology scheduled compost BYOB event (per each Member Agency request) will be provided at no additional cost. Additional Compost Giveaway events can be requested by Member Agencies at either the costs prescribed in Attachment Q of the Franchise Agreement for a Recology delivery, or per the backhaul delivery rate charged by South Bay Recycling.

RethinkWaste will continue to also promote events as in prior years, including press releases, website and social media postings, posters and electronic flyers for Member Agencies’ websites. Member Agencies will be receiving a separate request form to reserve their event(s).

RETHINKWASTE OUTREACH EFFORTS

This section provides details on RethinkWaste’s related outreach efforts and responsibilities to promote the recycling and diversion related programs and services to residents and businesses in our service area.

Since RethinkWaste’s budget is on a fiscal year basis, the efforts detailed in this section cover the period of July 1, 2015 through June 30, 2016, and consist only of the Board of Directors’ adopted FY1516 budget items – no new efforts or costs have been added. Items prescribed as RethinkWaste responsibilities per the Recology Franchise Agreement(s) with the Member Agencies have also been noted. Please refer to the Public Education Schedule (**Attachment A**) for a complete timeline of the outreach efforts included in this section.

FRANCHISE AGREEMENT OUTREACH

- **Newsletters – Franchise Agreement Section 7.03(D)(2) (supports CartSMART residential services)**
On behalf of the Member Agencies per compliance with the Franchise Agreement(s), RethinkWaste will continue to produce and distribute the *rethinker* newsletter to all single- and multi-family residents three times per year. The *rethinker* continues to serve as a primary source for public awareness based on anecdotal feedback from residents, as well as increases in call volumes and emails to both RethinkWaste and Recology following its distribution. Historically, this was a quarterly newsletter, but starting with the Board-approved FY1213 budget, it is now published three times per year as a cost-savings measure.

Two issues of the newsletter will be direct mailed to residents and one will be included as a bill insert to further reduce costs based on the findings of the spring 2014 Public Education Survey of Residents, which showed that nearly 58% of surveyed residents preferred receiving it directly in their mail and 22% preferred receiving it in their bills. RethinkWaste will also continue to promote and encourage sign-ups for electronic versions of the newsletter to further reduce costs and promote sustainability.

- **Ongoing Single-Family Residential Outreach (supports CartSMART residential services)**

RethinkWaste will continue to provide ongoing residential outreach support and maintenance for the existing CartSMART programs on behalf of the Member Agencies and Recology through such avenues as brochures, posters, advertisements, website, social media, and community events. New and unique programs are specified below:

- **Collection Vehicle Signage** – As stated in last year’s report, Recology’s residential collection vehicles offer a unique opportunity to promote programs and messages to residents as they are in the neighborhoods on a daily basis during the week. As such, RethinkWaste will purchase up to 20 additional metal sign frames and produce changeable signs to expand the program initiated last year. The signs will promote such services as the Bulky Items Collection, Door-to-Door Household Hazardous Waste Collection programs, etc.

Staff will measure the effectiveness of the new signs installed on 10 single-family organics collection vehicles through various means, including doing month-to-month and year-over-year program participation comparisons where such data is available, as well as having Recology’s customer service representatives ask how residents became aware of programs featured on the signs. The organics collection vehicles were selected due their longer time in the field in comparison to recycling or garbage trucks to ensure maximum exposure.

- **“my waste” Mobile App** – RethinkWaste will continue to promote and expand the use of the “my waste” mobile application launched last year specific to the programs and services for single-family residents in collaboration with Recology. There is a website plug-in that should help drive more traffic to the app and Member Agencies will be encouraged to add links to the app on their websites. The app provides a calendar, information on all of the programs and services, and the ability to make service requests or report an issue. The mobile app is also one more asset for RethinkWaste to use to move residents toward more paperless outreach efforts. “my waste” is available to both android and Apple users.

- **Anti-Littering Insert** – Municipalities are mandated by State and Federal laws to maintain a National Pollutant Discharge Elimination System (NPDES) permit for their stormwater discharge. As part of NPDES permit conditions, they are also required to implement a comprehensive Best Management Practices including litter abatement. The San Francisco Regional Water Quality Control Board has imposed strict limits on the amount of litter allowed in stormwater runoff, mandating a 40% reduction in litter by 2014, 70% reduction by 2017, and 100% reduction by 2022 by each jurisdiction. As this is an issue that affects all of the RethinkWaste Member Agencies, RethinkWaste will assist with developing content for Member Agency newsletters and also prepare an insert that can be sent to both residential and commercial customers per request by Member Agency. Timing of the insert is likely to be determined based on the County’s regional public outreach effort.

As stated earlier, the Franchise Agreement(s) with Recology allows for the insertion of up to twelve solid waste bill inserts each rate year, of which the contents for nine of these bill inserts are specifically stated. Three additional customized inserts (at no additional cost) may be developed by Member Agencies in those instances where not all nine prescribed inserts are utilized, or when some are combined. Since not all twelve inserts will likely be used by all Member Agencies, RethinkWaste will be adding this insert for FY15/16 in addition to the nine specified ones detailed earlier.

- **Curbside Household Battery Recycling (supports CartSMART residential services)**
Single-family residents can set out used household batteries and old cell phones for recycling curbside through the CartSMART services provided by Recology. Residents simply place household batteries and cell phones in a zip-type plastic bag which is then placed on the lid of their blue Recycle Cart for collection. Button-type batteries must be taped individually and cell phones must be wrapped in paper before placing them inside the bag. RethinkWaste will continue to promote the recycling of household batteries through holiday ads, inserts, newsletter, website and social media as additional public awareness is required to minimize the improper disposal of batteries. The effectiveness of the outreach will be measured by multiple means, including doing month-to-month and year-over-year program participation comparisons, as well as having Recology's customer service representatives ask how residents became aware of the program following a targeted outreach.
- **State Assembly Bill 341 – Mandatory Commercial Recycling (supports BizSMART services)**
California Assembly Bill (AB) 341, mandatory commercial recycling, became effective as of July 1, 2012 and was put in place as a means to reduce garbage from landfills and reduce greenhouse gas emissions. The State mandate requires all businesses that generate four or more cubic yards of garbage and multi-family dwellings with five or more units to recycle. Businesses and multi-family complexes are considered in compliance with the law if they participate in the BizSMART commercial recycling program provided by Recology, self-haul the materials or arrange for their pickup by another party.

There are no penalties associated with AB 341, however, the responsibility for compliance has been placed on the jurisdictions. Jurisdictional compliance is heavily focused on educational requirements monitored through an annual reporting process to the State. In an effort to assist the Member Agencies, RethinkWaste has taken on the responsibility for all outreach efforts on AB 341, in collaboration with Recology, since the law was enacted.

In addition to the bill insert noted earlier in the Recology section, RethinkWaste will continue to provide ongoing outreach and education to businesses and multi-family property owners/managers, including making presentations and hosting workshops, to comply with the Assembly Bill (AB) 341 mandatory commercial recycling mandate. In addition, RethinkWaste will again develop the template for the required annual mandatory commercial recycling plan for submission by Member Agencies, and assist in their review with the State.

- **State Assembly Bill 1826 – Mandatory Commercial Organics Recycling (supports BizSMART services)**
California Assembly Bill (AB) 1826, mandatory commercial organics recycling, becomes effective on January 1, 2016 with jurisdictions required to have a commercial organics recycling program in place. The law phases in the requirements on businesses, including multifamily residential dwellings that consist of five or more units, over time based on the amount and type of waste the business produces on a weekly basis, with full implementation realized in 2019. Commencing in April 2016, the first tier of affected businesses includes those that generate eight or more cubic yards of organic materials per week. In January 2017, the affected businesses are expanded to include those that generate four or more cubic yards of organic materials per week. In January 2019, the affected businesses are further expanded to include those that generate four or more cubic yards of solid waste per week. In addition, jurisdictions are required to include information on compliance with this law in their annual report to CalRecycle per AB939.

RethinkWaste will take the lead in developing outreach materials to support implementation of this law. Businesses and multi-family complexes are considered in compliance with the law if they participate in the BizSMART commercial organics recycling program provided by Recology, self-haul the materials or arrange for their pickup by another party. There are no direct penalties associated with AB 1826; however, the responsibility for compliance has been placed on the jurisdictions. Jurisdictional compliance is based on businesses subscribing to organic materials collection service or demonstrating their compliance. In an effort to assist the Member Agencies, RethinkWaste has taken on the responsibility for all outreach efforts on AB 1826, in collaboration with Recology.

In addition to bill inserts, direct outreach to affected businesses and assisting the Recology commercial recycling sales team with public education materials, RethinkWaste will provide ongoing outreach and education to businesses and multi-family property owners/managers to comply with the Assembly Bill 1826 mandatory commercial organics recycling mandate.

- **2016 BizSMART@Work Awards (supports BizSMART commercial services)**

Based on feedback from Recology and customers seeking recognition for their diversion efforts through the BizSMART services, RethinkWaste launched the first BizSMART@Work Awards in 2012 in partnership with Recology to recognize both businesses and multi-family complexes. The four events held to date were very successful and garnered great feedback from participants. A luncheon is held at the Shoreway Environmental Center to recognize the winners, and includes commendations from local and state agencies, with local and state elected officials serving as award presenters.

The 2016 annual awards will take place in late spring/early summer 2016, and allow for self-nominations as well as submissions by others. The public will also have a chance to weigh in on some of the nominees through online voting for the “Rethinker’s Choice” award category, which are selected from the winners in the Recycle and Compost category. The awards program is promoted through a bill insert, advertisements, RethinkWaste and Recology websites, social media, etc.

- **Multi-Family Outreach– Franchise Agreement Section 7.03(D)(3) (supports BizSMART commercial services)**

Per the Franchise Agreement(s), RethinkWaste is responsible for producing a Multi-Family Toolkit of outreach materials for Recology to distribute to property owners and managers, and their tenants. Historically, this Toolkit has included posters on the BizSMART program, move-in and move-out flyers, postcards and a property owner’s/manager’s guide, all of which are available in English, Spanish and Chinese. The Toolkit is typically provided to tenants in the recycling Buddy Bags also provided by RethinkWaste for Recology to deliver.

RethinkWaste will continue to support the multi-family outreach program as prescribed in the Franchise Agreement(s) by producing and adding supplemental materials as needed to promote the programs and services available both property owners/managers and tenants. The effectiveness of the items will be measured by Recology by providing data on service levels and other issues prior to their delivery, monitoring for improvements (e.g., reduced garbage service levels, higher diversion, lower contamination, etc.), and direct feedback from tenants, property owners and managers through online surveys, and providing service-related data on results.

Additional outreach tools will be developed on a pilot basis as part of \$30,000 included in the FY1516 budget for Long Range Plan projects.

- **Commercial Outreach (supports BizSMART commercial services)**

Historically, both RethinkWaste and Recology have produced various materials for Recology to use as they promote the BizSMART services to businesses in the service area. These have included posters, flyers and brochures. RethinkWaste will develop supplemental materials to create a more comprehensive commercial Toolkit for Recology to use to promote the BizSMART commercial program, increase diversion and address other issues, as necessary. Sector-specific outreach materials will be developed, including messaging specific for restaurants, retail and office.

The effectiveness of the items will be measured by Recology by providing data on service levels and other issues prior to their delivery, monitoring for improvements (e.g., reduced garbage service levels, higher diversion, lower contamination, etc.), and direct feedback from tenants, property owners and managers through online surveys, and providing service-related data on results.

Additional outreach tools will be developed on a pilot basis as part of \$30,000 included in the FY1516 budget for Long Range Plan projects.

- **Long Range Plan Collection Pilots with Recology (supports CartSMART residential services)**

RethinkWaste will be working collaboratively with Recology to implement two pilot projects in FY1516: 1) a dual collection vehicle pilot (already underway in San Mateo) conducted on two residential routes in the cities of San Mateo and Menlo Park; and, 2) an every other week garbage collection pilot to be conducted in the first part of 2016. Details on each pilot were included in the Board adopted 2015 Long Range Plan and funds for the public education and outreach for both are included in the FY1516 budget. RethinkWaste will be taking the lead in developing the outreach needed to support both of these pilot projects.

RETHINKWASTE PROGRAMS & AGENCY OUTREACH

- **Door-to-Door Household Hazardous Waste Collection Program**

All twelve RethinkWaste Member Agencies are now participating in the Door-to-Door Household Hazardous Waste (HHW) Collection program provided by WM Curbside Inc., LLC (dba At Your Door Special Collection) under contract with RethinkWaste. The program is available to both single-family and multi-family residents in the participating communities, and continues to receive overwhelming positive response from customers who have used it based on the voluntary surveys they have completed over the course of the program being available.

To encourage and increase program participation, the FY1516 promotional effort began in July 2015. These outreach activities include direct mail, outdoor and print advertising, *rethinker* newsletters, holiday ads (November and December), community events and social media. From July through September a direct mail postcard promoting the program was delivered to all single-family and multi-family residents (in the participating Member Agencies).

The need for additional outreach promoting this service was confirmed via the results of the Single-Family Residential Customer Satisfaction Telephone Survey commissioned by RethinkWaste in the spring 2012, which identified the Door-to-Door HHW Collection Program as one of the programs that residents were not as familiar with. In addition, the recent postcard further confirmed the need to regularly promote this program as participation increased significantly as a result of this postcard. Staff plans to continue its efforts to maintain high participation levels through ongoing public outreach, including direct mail, outdoor and print advertising, *rethinker* newsletters, holiday ads, community events and social media, among others.

The effectiveness of the outreach will be measured by multiple means, including doing month-to-month and year-over-year program participation comparisons, as well as direct feedback from residents on how they became aware of the program through a voluntary survey included in their kit.

- **Commercial Recycling Hauler Reporting Ordinance**

In January 2015, the Board approved SBWMA Ordinance No. 002 became effective and requires businesses that haul recycling or backhaul recycling to begin reporting quarterly the amount of recycling transported. Staff will continue its stakeholder engagement and public outreach efforts to ensure that program participants fully understand the process, and have the tools and resources needed to submit their information. The FY1516 budget includes \$15,000 to assist staff with its education and outreach efforts to ensure that all affected businesses are in compliance.

- **RethinkWaste Website**

The RethinkWaste website serves as a one-stop-shop of information for everything – from residential and commercial programs and services, and the Shoreway Environmental Center to the Member Agencies and the Board of Directors. The site, which was redesigned in 2013, incorporates easier navigation, visual appeal, and innovative features, including: interactive activities to help educate residents with properly setting out recyclables, compost, and garbage using the CartSMART three-cart collection system; an interactive map of the Shoreway Environmental Center to help customers safely and efficiently utilize the many available services; a Home Diversion Calculator to help residents determine how much material they are diverting from the landfill on a weekly basis; and an online reservation calendar to help school groups, and public visitors schedule a tour of the Shoreway facility. RethinkWaste will also continue to work on improvements to its website to make it a more seamless user experience for all site visitors. Website analytics will continue to be used to monitor the website's effectiveness and implement improvements.

- **2015 Member Agency Snapshot Reports**

RethinkWaste will develop and distribute a Member Agency specific snapshot report for calendar year 2015 in March 2016 that highlights the following key information: recycling and composting collection program results, outreach efforts, community events and other recycling related programs; tonnage and other operational information for the Shoreway Environmental Center, including tour totals; and a summary of upcoming future projects and services in development. RethinkWaste encourages Member Agencies to share their report with key stakeholders in their community and make them available to the public.

ATTACHMENT A

2015 Calendar Year Public Education Master Schedule - Updated 9/29/15

ITEM	AUDIENCE	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
Multi-Family Outreach & Toolkit (update/reprint/order materials and buddy bags as needed)	MFD												
Commercial Outreach Materials (update/reprint/order materials and internal containers including Buddy Bag)	Comm. & MFD												
Door-to-Door HHW Collection Program	SFD & MFD												
rethinker newsletters (3 newsletters)	SFD & MFD												
"My Waste" Mobile App	SFD												
Collection Vehicle Signage	SFD												
Social Media	SFD and MFD												
Website Support	All												
Recycling Ambassador Program Pilot - LRP - TBD	MFD												
Commercial Focused Outreach - LRP - TBD	Commercial												
Curbside Household Battery Recycling	SFD												
SFD EOW Garbage Collection Pilot Project - LRP - 2016	SFD												
Twice Annual Compost Giveaway Notice (1 insert)	SFD & MFD												
Annual Bulky Items On-Call Collection Notice (2 inserts)	SFD												
2014 Member Agency Snapshot Report	All												
2014 RethinkWaste Annual Report	All												
Twice Annual Commercial Recycling Notice (2 inserts)	Commercial												
Annual Commercial Recycling Awards Notice (1 insert)	Commercial												
2015 BizSMART@Work Awards	Comm. & MFD												
SFD Split-Body Collection Vehicle Pilot Project Outreach - LRP	SFD												
AB 341 & AB 1826 Outreach (presentations/workshops/insert)	Comm. & MFD												
Coats for Kids	Residential												
Service Notice (brochure) - mailer	Residential												
Annual Holiday Tree Recycling Notice (2 inserts)	SFD & MFD												
Annual "Reduce Holiday Packaging" Notice (1 insert)	SFD & MFD												
Anti-Littering Insert (1 insert)	SFD & MFD												

TBD based on the County's regional public outreach effort

LEGEND

SFD = Single-family dwelling

MFD = Multi-family dwelling

Commercial = Business and multi-family

LRP **Long Range Plan**

- Recology Franchise Agreement Requirements
- RethinkWaste Outreach Program Per Franchise
- Other RethinkWaste Outreach Programs




ATTACHMENT B

2016 Fiscal Year Public Education Master Schedule - Updated 9/29/15

ITEM	AUDIENCE	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16
Multi-Family Outreach & Toolkit (update/reprint/order materials and buddy bags as needed)	MFD												
Commercial Outreach Materials (update/reprint/order materials and internal containers including Buddy Bag)	Comm. & MFD												
Door-to-Door HHW Collection Program	SFD & MFD												
rethinker newsletters (3 newsletters)	SFD & MFD												
"My Waste" Mobile App	SFD												
Collection Vehicle Signage	SFD												
Social Media	SFD and MFD												
Website Support	All												
Recycling Ambassador Program Pilot - LRP - TBD	MFD												
Commercial Focused Outreach - LRP - TBD	Commercial												
Curbside Household Battery Recycling	SFD												
SFD EOW Garbage Collection Pilot Project - LRP - 2016	SFD												
Twice Annual Compost Giveaway Notice (1 insert)	SFD & MFD												
Annual Bulky Items On-Call Collection Notice (2 inserts)	SFD												
2015 Member Agency Snapshot Report	All												
2015 RethinkWaste Annual Report	All												
Twice Annual Commercial Recycling Notice (2 inserts)	Commercial												
Annual Commercial Recycling Awards Notice (1 insert)	Commercial												
2016 BizSMART@Work Awards	Comm. & MFD												
SFD Split-Body Collection Vehicle Pilot Project Outreach - LRP	SFD												
AB 341 & AB 1826 Outreach (presentations/workshops/insert)	Comm. & MFD												
Coats for Kids	Residential												
Service Notice (brochure) - mailer	Residential												
Annual Holiday Tree Recycling Notice (2 inserts)	SFD & MFD												
Annual "Reduce Holiday Packaging" Notice (1 insert)	SFD & MFD												
Anti-Littering Insert (1 insert)	SFD & MFD	TBD based on the County's regional public outreach effort											

LEGEND

- SFD = Single-family dwelling
- MFD = Multi-family dwelling
- Commercial = Business and multi-family
- LRP *Long Range Plan*

- Recology Franchise Agreement Requirements 
- RethinkWaste Outreach Program Per Franchise 
- Other RethinkWaste Outreach Programs 



STAFF REPORT

To: SBWMA Board Members
From: Kevin McCarthy, Executive Director
Date: October 22, 2015 Board of Directors Meeting
Subject: Consideration of Approval of 2016 Merit Increase Pool for Unrepresented Employees

Recommendation

It is recommended that the SBWMA Board of Directors approve Resolution No. 2015-30 attached hereto authorizing the following action:

Approval of the merit increase pool for calendar year 2016 of 3% of wages as assumed in the adopted FY1516 budget documents.

Analysis

SBWMA employees are eligible for consideration of a merit increase at least annually per a process delineated in the employee compensation policy, usually on January 1. Per the policy, an employee is considered for a merit increase or not based on the following factors:

- a. The employee's annual written performance appraisal measured against predetermined goals and objectives.
- b. The employee's current position within the salary range and his or her salary relative to internal and external comparable positions.
- c. Merit increases shall, in aggregate, not exceed the budget allocations for salary increases as defined in the annual budget unless approved by the Board of Directors.

The Executive Director completes annual performance reviews using an employee evaluation and performance plan form as attached (**Attachment A**). Employees also submit regular goal status updates to the Executive Director.

While staff is not recommending any adjustments to the current salary ranges, a review of salary ranges should be conducted next year as the ranges would not have been adjusted in three years. Please also note that two senior staff are near the top of their current salary ranges and will have their merit increases, if warranted based on a performance review, limited to under 3%.

Background

The employee compensation policy was adopted by the Board of Directors on November 19, 2009. Salary ranges are reviewed periodically by the Board and were last adjusted per Board approval on June 27, 2013. The table below summarizes approved merit increase pools over the past five years.

<u>Board Adopted Merit Increase Pool (calendar year)</u>				
<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014*</u>	<u>2015</u>
2%	2%	1.5%	4.5%	3%

*See note below from "Personnel Summary" attachment to FY1314 budget:
 "A Compensation Survey completed in April 2013 shows that the four management positions, excluding the Executive Director, are from 7% to 16.3% below the salary median for comparable positions and 9.4% to 23.1% below the total compensation median for comparable positions."

The current Board approved salary ranges by position are included below in a table.

<u>Position</u>	<u>Current Salary</u>	<u>% of Top of Salary Range</u>	<u>Current Salary Range/Year</u>
Finance Manager (new hire eff. 6/1/15)	\$124,000	88.4%	\$112,196 - \$140,245
Facility Operations Contract Manager	\$136,233	97.1%	\$112,196 - \$140,245
Recycling Program Manager ¹	\$137,583	98.1%	\$112,196 - \$140,245
Recycling Outreach & Sustainability Manager (new hire eff. 10/14/15)	\$103,500	82.0%	\$100,976 - \$126,220
Office Manager/Board Secretary	\$65,983	88.5%	\$59,659 - \$74,573
Environmental Education Coordinator	\$69,676	85.4%	\$65,267 - \$81,580
Environmental Education Associate	\$56,419	86.5%	\$52,208 - \$65,250
¹ Contract employee through Local Government Services with PERs benefits.			

Fiscal Impact

The assumed annual merit increase pool of 3% of wages has been adjusted to reflect the timing of two new hires and one employee that was off on leave for the first four months of 2015. The adjusted merit increase totals \$14,763 for calendar year 2016 or half this amount which is \$7,381 for FY1516. The adopted FY1516 budget assumed a fiscal year amount for merit increases of \$10,321.

The total adopted FY1516 SBWMA program budget is \$3,815,114.

Attachments:

Resolution 2015-30

Attachment A – Employee Evaluation and Performance Plan Form



RESOLUTION NO. 2015-30

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS APPROVING A 2016 MERIT INCREASE POOL FOR UNREPRESENTED EMPLOYEES

WHEREAS, the Board of Directors met in closed session on October 22, 2015 and reviewed the employee compensation policy, including information on a proposed merit increase pool of three percent (3%) of wages for calendar year 2016 merit increases; and

WHEREAS, the Board of Directors finds that a merit increase pool of three percent (3%) of wages is reasonable and consistent with the 2016 Budget for the Authority;

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority hereby approves a merit increase pool of three percent (3%) of wages for 2016 for unrepresented employees.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 22nd day of October, 2015, 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. 2015-30 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on October 22, 2015.

ATTEST:

Bill Widmer, Chairperson of SBWMA

Cyndi Urman, Board Secretary



A Public Agency

SBWMA Employee Evaluation and Performance Plan

Position:	Employee:	Today's Date:
Department:	Hire Date:	
Immediate Supervisor:	Review Period: <input type="checkbox"/> last six months <input checked="" type="checkbox"/> last 12 months <input type="checkbox"/> OTHER:	
Department Manager:	Next Performance Review Date:	

Supervisor Instructions: This Evaluation and Performance Plan is divided into three sections:

Section 1: Goals and Objectives Performance Evaluation (six months or one year)

Section 2: Next Review Period Performance Plan/ Recommended Professional Development

Section 3: Performance Evaluation Results

SECTION 1: Goals and Objectives Performance Evaluation

During each evaluation period, SBWMA employees will have key goals and objectives that each person will be committed to achieve. This section of the evaluation form will give you an opportunity to evaluate the degree to which your staff has succeeded at achieving their goals and job specific performance outcomes. In order to complete this section, you will need to refer to your employee's weekly and/or monthly status reports for this evaluation period. It will also be necessary to review what your direct report provided to you at the start of this evaluation period to define his or her performance goals during this past evaluation period. They may have provided their goals to you in a project plan or a list of goals. It is your responsibility to assemble this information in order to complete the following section. The following rating scale is used: **1:** did not achieve this goal at all; **2:** made minimal progress on this goal; **3:** completed the majority of this goal; **4:** finished the expected goal; **5:** achieved the goal and surpassed what was expected. Use **NA** for not applicable when achieving that particular goal could not be achieved or evaluated due to circumstances beyond the control of the employee.

GOALS AND OBJECTIVES:	RATING (circle one)
	1 2 3 4 5 NA
Comment:	
GOAL AND OBJECTIVES:	RATING (circle one)
	1 2 3 4 5 NA
Comment:	

GOAL AND OBJECTIVES:	1 2 3 4 5 NA
Comment:	
GOAL AND OBJECTIVES:	1 2 3 4 5 NA
Comment:	
GOAL AND OBJECTIVES:	1 2 3 4 5 NA
Comment:	
GOAL AND OBJECTIVES:	1 2 3 4 5 NA
Comment:	
GOAL AND OBJECTIVES: Professional development goals	1 2 3 4 5 NA
Comment:	

If additional duties must be evaluated, please add additional sheets of paper as needed.

Section 2: Next Review Period Performance Plan/ Recommended Professional Development

Section 1 of the Employee Evaluation and Performance Review represents a review of the work your staff has completed during the past performance review period. This Section provides an opportunity to plan for the next evaluation period by asking you and your employee to look ahead and see what needs to be achieved between now and his or her next performance review date. *This Section also allows for updating an employee's job description and identifying professional development goals.* The following should be completed together with your employee.

NEXT REVIEW PERIOD: ____ 3 months 6 months ____ 1 year

TENTATIVE DATE FOR REVIEW: July 2015

Please ask your employee to be prepared to describe their top 5 performance objectives for the next six months. List these here or attach on a separate piece of paper:

Supervisor's Initials _____ Employee's Initials _____

RECOMMENDATION FOR PROFESSIONAL DEVELOPMENT

Listed below are major training topics that may be helpful to SBWMA employees. Please identify the training areas that your employee would benefit from exploring during the next 12 months:

SUBSTANTIVE AREAS

- Knowledge of recycling programs and technologies
- Knowledge of facility operations
- Knowledge of communities served by SBWMA
- OTHER: _____

GENERAL

- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Organizational skills <input type="checkbox"/> Time management <input type="checkbox"/> Business writing <input type="checkbox"/> Verbal presentation skills <input type="checkbox"/> Collaboration and team work <input type="checkbox"/> Professionalism | <ul style="list-style-type: none"> <input type="checkbox"/> Strategic planning <input type="checkbox"/> Project budgeting <input type="checkbox"/> Community relations <input type="checkbox"/> Program design <input type="checkbox"/> OTHER: _____ |
|--|---|

SUPERVISION

- Setting performance expectations
- Delegating
- Demonstrating respect for others
- Providing effective feedback
- Demonstrating integrity
- Valuing diversity and inclusivity

OTHER: _____

Section 3: Performance Evaluation Results

For completing a performance rating for your employee, you will be using the following rating scale:

- (5) Exceeded Expectations: achieved goals and surpassed what was expected.
- (4) Met Expectations: completed the expected goals and met expectations.
- (3) Substantially Met Expectations: Consistently meets majority of expectations. Need improvement in some areas.
- (2) Growth Needed in Most Areas: Meets expectations in few areas. Development needed in most areas of responsibility.
- (1) Immediate Improvement Required: Does not meet expectations. Significant, sustained improvement required immediately.

Rate Your Staff's Overall Performance Using the Information in Sections 1 and 2.

- ___ [5] Exceeds Expectations
- ___ [4] Met Expectations
- ___ [3] Substantially Met Expectations
- ___ [2] Growth Needed
- ___ [1] Improvement Required Immediately

Employee passes evaluation?

Recommend compensation increase?

Compensation Increase Amount (%):

I have read the above evaluation and have been given an adequate explanation of the basis for my evaluation.

Employee Signature

Supervisor Signature

I have reviewed the aforementioned employee's evaluation & performance review and his/her supervisor's evaluation. Based on the recommendation of the supervisor and my own review of the employee's performance, the following action(s) will be taken with my approval:

- ___ Increase approved at level recommended by immediate supervisor
- ___ No increase approved
- ___ A one time bonus in the amount of \$_____ is to be granted now

Executive Director's Signature