



A Public Agency

SBWMA Technical Advisory Committee (TAC) Meeting

THURSDAY, October 9, 2014 at 2:00 p.m.

San Carlos Library
Conference Room A
610 Elm Street, San Carlos, CA 94070

1. Roll Call

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.

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 March 13, 2014 TAC Meeting Minutes

4. New Business:

A. Update on Long Range Plan and Discussion on Existing Programs and Infrastructure

5. TAC Member Comments

6. Adjourn

MEMBER AGENCIES

ATHERTON * BELMONT * BURLINGAME * EAST PALO ALTO * FOSTER CITY * HILLSBOROUGH * MENLO PARK * REDWOOD CITY
* SAN CARLOS * SAN MATEO * COUNTY OF SAN MATEO * WEST BAY SANITARY DISTRICT



A Public Agency

CONSENT CALENDAR

DRAFT MINUTES

SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY
MEETING OF THE TECHNICAL ADVISORY COMMITTEE
March 13, 2014 – 2:00 p.m.
San Carlos Library Conference Room A

Call To Order: 2:07PM

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 (late)	

2. Public Comment

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None

3. Approval of Consent Calendar:

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A. Adopt the February 13, 2014 TAC Meeting Minutes

Motion/Second: Doughty/Porter

Voice Vote: All in Favor

4. New Business:

A. Review of Draft Ordinance Implementing a Recycling Reporting System for Commercial Recycling Haulers

Staff Feldman gave an overview of the staff report and commented that per the last TAC meeting significant changes had been made to the ordinance, and that staff was looking for comments to move it forward to the Board at the March 27th meeting. He highlighted the changes in the ordinance, noting that it is now a registration system and there are administrative fines for non-compliance. He also added that

staff has gotten preliminary pricing on software and that total spending for this year will be 40-45K to get the system up and running.

Counsel Lanzone added that the ordinance will go into effect 1/1/2015, which will provide time for education to the business community, and the let them know it is specifically for obtaining information from commercial haulers. He addressed Board Member Bronitsky's concern, by noting that it's no different than a fire district that operates in several jurisdictions and he thought that by having the ordinance be by the JPA it was more efficient.

Member Rodericks asked what the fee would be.

Staff Feldman answered that it hadn't been assigned yet, but that it would be nominal.

Member Porter asked what the reason was for delaying it until 2015.

Counsel Lanzone answered that to provide time for education and outreach.

Member Porter questioned whether additional outreach money would be required in this year's budget.

Staff Feldman noted that some stakeholder meetings are included in the consultants costs.

Chair Oskoui asked if the \$50,000 included the software cost, and if the software was an off the shelf upgrade.

Staff Feldman answered no, the software costs would be outside the \$50,000, and that it might be possible to get something off the shelf, more research would need to be done, but staff has gotten an estimate of \$10-15,000 to build a system from scratch.

Member Doughty asked what the time frame would be for getting registered before a penalty was assessed.

Staff Feldman answered that reporting would be quarterly, so the first reports would be due April 15, 2015.

Member Galli commented that haulers should be given time to register after they receive a notice before a fine is assessed.

Chair Oskoui recommended that some kind of implementation plan be presented to the Board to layout time lines.

Executive Director McCarthy noted that staff would make it clearer what was being implemented in this fiscal year, and then with the budget presentations layout the remainder of the project.

Member Doughty asked how many haulers would be part of the reporting system. Staff Feldman answered that he would speculate anywhere from 100 to 250.

Member Galli asked when fees would be applied.

Counsel Lanzone answered that it would be at the discretion of the Executive Director, but typically if the information is provided then the fee is waived.

Member Galli recommended developing procedures and ball park costs when presenting to the Board so that they have a more complete picture of the project.

Member Fotu asked if there would be any public hearings.

Counsel Lanzone noted there would be public meetings, but not public hearings.

Member Fotu commented that she thought the public would need a chance to give feedback on the registration fee.

Staff Feldman noted that the registration fee hasn't been determined yet; there is only a range so far.

Member Galli suggested that the fee be based on staff's time.

Member Doughty noted that that it is the law that fees be based on staff's time.

Executive Director McCarthy noted that the plan was to go the Board in two steps, in March the Board would get a range for implementation costs, and with the FY15 budget registration fees would be set. He also noted that the data is the goal, if the data is not being given then a fine is not likely to make a difference. He added that the data could also be telling, if staff is doing all of the work and diversion numbers don't change that much.

Chair Oskoui asked if buyback centers would be included.

Staff Feldman answered that only haulers would be included to avoid counting material twice, once at the buyback center, and once with the hauler.

Executive Director McCarthy added that adding in buyback centers could get tricky and very expensive.

Member Doughty asked if best practices were part of the ordinance and if TAC was interested in adding it in.

Counsel Lanzone asked if Agencies already had this in place in their respective Cities, and wondered if there would be any benefit.

Staff Feldman noted that staff is not working in a vacuum and is willing to share data.

Member Doughty noted that in the back of his mind is the Regional Water Control Board's initiative to have 100% no trash on the ground by 2022, and City staff is wondering how to manage that.

Executive Director McCarthy noted that the webpage for the registration system ordinance could have cross information to help Agencies.

B. Staff Overview of Recology and SBR 2013 Annual Reports

Staff Feldman gave a brief overview of Recology's annual report, noting that at the Board meeting there would be a Power Point presentation on year over year tonnage and that Recology would present to the Board as well. He also pointed out that liquidated damages may change as an audit of the annual report is underway.

Member Galli suggested putting the annual report into context of how it fits into rates.

Staff Feldman noted that it doesn't fit into revenue reconciliation, but will highlight what liquidated damages are paid directly and which get rolled into the rate application.

Chair Oskoui asked how the Franchise Agreement Amendments are discussed.

Staff Feldman answered that Recology took it on faith that the amendments would become part of the Franchise Agreements, so they are not highlighted in the annual Report.

Executive Director McCarthy pointed out that the JPA directly holds the contract with SBR, so there are no qualitative statements for Recology's annual report and there are for SBR's.

Staff Gans highlighted the staff report for SBR's annual report, pointing out that SBR has remained in compliance with their contract, the material is being moved. He also pointed out that SBR has made an effort to help with JPA's staff efforts to serve the community, but also that the tonnage reports and invoices have been error prone. Additionally he noted that CRV could be at risk due to the California state budget.

Vice Chair Rodericks asked if there have been in liquidated damages or violations.

Staff Gans answered no.

5. Staff Updates

A. Potential Future Agenda Items

Executive Director McCarthy noted a commercial recycling best practices workshop on April 24th that was requested by Board Member Olbert. This will be a joint work shop with TAC and Board and give staff a chance to explain to the Board the path taken.

Executive Director McCarthy also noted a change per the Executive Committee the next scheduled TAC meeting for sure will be in July to discuss the compensation applications.

Chair Oskoui asked if staff would send the upcoming important dates out.

Executive Director McCarthy noted that the compensation application important dates are part of a standing report in the Board packet each month.

6. TAC Member Comments

7. Adjourn 2:57PM



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NEW BUSINESS



STAFF UPDATE

To: SBWMA TAC Members
From: Kevin McCarthy, Executive Director and Senior Staff
Date: October 9, 2014 TAC Meeting
Subject: Update on Long Range Plan and Discussion on Existing Programs and Infrastructure

Recommendation

This is an informational report and no action is necessary.

Analysis

This staff report is a component of Phase Two 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 April 24, May 22, June 26 and September 11, 2014 Board of Director's packets. Phase Two consists of the following activities: completing an inventory of existing collection services programs, processing infrastructure, public education and outreach efforts, and policies and contracts; identifying performance results associated with existing programs and services; and determining whether program and service enhancements are needed.

The purpose of this TAC meeting is to provide an update on the JPA's Long Range Plan process and to seek TAC and Member Agency feedback on the current programs and infrastructure. Basically, staff is looking for your feedback on whether changes or improvements are needed to any existing franchised services and to our Shoreway operations.

To help facilitate your review and thoughts, staff has already convened half-day meetings with our contractors (i.e., Recology San Mateo County and South Bay Recycling) to get their feedback on whether existing programs and infrastructure should be kept as-is, changed or eliminated; meetings were held on September 10, 2014 and September 23, 2014. A summary of recommended changes by staff and our contractors are discussed further in this staff report and additional detail is provided in **Attachments B and C**.

At the November 20, 2014 Board meeting staff will provide a progress report on the Plan which will reflect the feedback received from TAC/Member Agencies and the contractors. It is important to note that the feedback being sought does not include reviewing current Member Agency Uniform Franchise Agreement and SBWMA Shoreway Operations Agreement terms and conditions. Those will be addressed through a separate progress likely to occur in FY1516.

The September 10th meeting specifically focused on potential improvements to the Shoreway Environmental Center and included SBR and Recology staff and senior management. The detailed meeting notes are included as **Attachment B**. The following key areas were suggested for further evaluation:

- **Material Processing Improvements** – Determine whether a more efficient glass storage system can be developed; improvements to the Materials Recovery Facility (MRF) single stream processing equipment as some components will require replacement by 2022; expanding the MRF to include a larger tipping

(truck unloading) area; and, a mixed waste processing project in the Transfer Station to recover primarily organic/wet waste from solid waste for anaerobic digestion and energy production.

- **Public Recycling Center** – Identify improvements (i.e., increase materials collected or omit materials currently collected) to the list of the current accepted materials; and, determine if any improvements to the layout are possible.
- **Environmental Education Center** – A school-based education program and a community based service-learning oriented suite of programs, both of which would support the JPA's mission of resource conservation education and community engagement.
- **Facility Infrastructure** – An upgrade to SBR's truck maintenance and household hazardous waste (HHW) storage area; using Compressed Natural Gas (CNG) in Recology's collection fleet; construction of new administrative offices for Recology in closer proximity to their corporation yard at Shoreway; construction of a new ADA compliant community building to include a public meeting room and offices for SBWMA staff; and, facility parking needs based on current issues, future needs and impacts of any facility improvements.
- **Other** – Provide a small customer service office for Recology that would need to be accessible to the public from Shoreway Road if their administrative offices are relocated; and, installing an electronic billboard at the front of the facility for public education purposes.

The September 23rd meeting primarily focused on potential improvements to the collection services programs and public education efforts, and included Recology and SBR staff and senior management. The detailed meeting notes are included as **Attachment C**. The following key areas were suggested for further evaluation:

- **Garbage Collection Services** – Piloting every other week single-family dwelling (SFD) garbage collection; using imbedded bar codes on carts and scales on trucks to bill SFD customers for their service; and, using a fleet capable of co-collecting on each SFD truck both garbage and recycling to reduce the number of vehicles in neighborhoods and increase efficiency.
- **Acceptable Recyclable Materials** – While SBR is not proposing to add any new materials to the list of acceptable recyclable materials due to soft market conditions in Asia, they are interested in sourcing post-industrial stretch film and cardboard from commercial customers if it is feasible for Recology to focus on collecting these materials.
- **Additional Diversion Opportunities** – Changing multi-family dwelling (MFD) compost collection services from a subscription-based program to one that is included with their regular services and focusing on "industry specific" customers such as hospitals.
- **Collection Fleet** – Using CNG in Recology's collection fleet instead of biodiesel; using both automated and semi-automated collection vehicles to increase efficiency; and using split-body vehicles for the co-collection of materials (as mentioned above).
- **Abandoned Waste** – Recology expressed that this program needed improvements but no specific changes were put forth.
- **Household Battery/Cell Phone Curbside Collection** – Evaluate the current program to determine whether it should be continued for SFD residents due to potential fire hazards related to batteries igniting recyclables at the MRF; and, creating additional collection opportunities at existing community events.
- **Bulky Item Collection Program** – Expanding the program to include textiles; and, implementing some form of a coupon program.
- **Community Events** – Recology providing mobile Document Destruction (shred) Events directly; and, determining whether E-Scrap Recycling Events will continue to be needed.
- **Specialty Collection/Awareness Campaigns** – Repurposing SBWMA Recycling Event Trailers for the collection of specialty items to benefit communities and incorporating awareness campaigns in programs.

- **Door-to-Door HHW Collection Program** – Other options and service providers need to be explored due to contract expiration in 2016 and pending increase in costs.
- **Commercial Recycling Technical Assistance/Public Education** – Developing other collateral for MFDs; creating incentives for businesses; sector-targeted educational campaigns; and determining a need for a campaign addressing excessive contamination.
- **Public Space Recycling** – Providing standardized recycling and organics containers/collection service for public spaces.

Background

Phase One of the Long Range Plan process was recently completed and established 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 the final guiding principles as detailed in **Attachment D** were approved at the September 11, 2014 Special Board meeting. The approved guiding principles reflect 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.

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:

- The State's 75% recycling goal by 2020
- 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

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:

- Attachment A – Long Range Plan – Workplan
- Attachment B – September 10th Meeting Notes
- Attachment C – September 23rd Meeting Notes
- Attachment D – Long Range Plan Guiding Principles



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.

**SBWMA Long Range Plan - Shoreway Environmental Center Overview
RethinkWaste/SBR and Recology Meeting - September 10, 2014**

Item	Keep As-Is	Change	Eliminate	Comments
Materials Processing System				
Glass Storage System		X		Evaluate a more efficient glass storage system
Single Stream Sorting Equipment		X		Some equipment will require replacement by 2022
Materials Recovery Facility (MRF) Building		X		Expand building to include a larger tipping area. Already approved capital project in FY1415 budget.
Transfer Station Building		X		Develop a mixed waste processing system; may require building expansion.
Public Recycling Center				
Accepted Items		X		Identify new items to be accepted/eliminated
Layout		X		Evaluate improvements to layout
Environmental Education Center				
School-based Education Program		X		RethinkWaste staff visit schools
Community Based Service-Learning Program		X		Community Youth Environmental Activities (CYEA!)
Facility Infrastructure				
SBR 's Truck Maintenance Area		X		Upgrade to include more covered operations
SBR's Household Hazardous Waste Storage		X		Include covered operations
Recology Fleet Fuel		X		Change to compressed natural gas (CNG)
SBR Fleet Fuel	X			
Fuel Storage/Distribution		X		New system for CNG; diesel storage in aboveground tank for SBR.
Recology Administrative Offices		X		New offices constructed closer to corporation yard at Shoreway
Transfer Station Building		X		Expansion
Community Building		X		New community building include a public meeting room and offices for RethinkWaste staff
Facility Parking Needs		X		Based on existing issues and future needs
Other Improvements				
Recology Customer Service Office		X		Need office accessible to public off Shoreway Road if administrative offices are relocated
Electronic Billboard		X		Electronic billboard for public educational purposes



Meeting Synopsis

Long Range Plan Phase 2 – Potential Shoreway Facility Improvements
September 10, 2014 9:30 AM
RethinkWaste Offices

In Attendance:

South Bay Recycling: Dan Domonoske, Dwight Herring, Mike Mahoney (Consultant)

Recology: Mario Puccinelli, Dennis Franco

RethinkWaste: Kevin McCarthy, Hilary Gans

Material Processing Improvements

- **Glass Storage Options:**
 - Currently three-mix glass is separated from the commingled recyclables and conveyed to rolloff bins in the northwest corner of the MRF. The rolloff bins are removed from the MRF building through the Public Recycling Center and then unloaded into a bunker in the Transfer Station. The operational question is can a more efficient glass storage system be developed?
- **MRF Single Stream Processing Equipment:**
 - Installed in early 2011 with a 12-year amortization schedule. Some portions (mainly major wear parts) of the processing equipment will require replacement by 2022.
- **MRF Building Expansion for Larger Tipping (Truck Unloading) Area:**
 - This is a preexisting capital project known as the “MRF canopy” that will be coming back to the Board for consideration for approval. Already approved capital project in FY1415 budget.
- **Transfer Station Organics Recovery Project (Mixed Waste Processing Project):**
 - Development of a conceptual plan to process solid waste in the transfer station to recover primarily organic/wet waste and ship it to Silicon Valley Clean Water (SVCW, formerly SBSA) for digestion and energy production (anaerobic digestion at the wastewater treatment plant). MOU in place with SVCW for the project. This project may entail a possible expansion of the Transfer Station building.

Public Recycling Center

- Evaluating the current accepted materials and layout to see if any improvements are possible.

Environmental Education Center

- Our successful environmental education program at the Shoreway Environmental Center embodies a core component of the program being on-site guided facility tours. Staff is exploring ideas for new and expanded programs that support the Agency’s mission of resource conservation education and community engagement. Two options to be evaluated include:
 - A school-based education program where RethinkWaste representatives would visit local schools.

- A community based service-learning oriented suite of programs under the name Community Youth Environmental Activities (CYEA!).

Facility Infrastructure (Parking, Contractor Support Facilities, and Administrative Buildings)

- Evaluating an upgrade to SBR's truck maintenance area and household hazardous waste (HHW) storage to include covered operations.
- Evaluating the use of compressed natural gas (CNG) in Recology's collection fleet. This would impact the existing fuel storage and distribution system, and vehicle parking.
- SBR is not proposing use of an alternative fuel and will continue to use biodiesel. Future diesel storage would be in an aboveground tank for SBR. SBR to prepare a forward-looking analysis of other potential fuel types.
- Evaluating construction of new administrative offices for Recology within the existing footprint of the Shoreway facility. New offices would be located in closer proximity to the corporation yard. New offices may be needed if the Transfer Station building is expanded.
- Evaluating construction of a new community building to include a public meeting room and offices for RethinkWaste staff.
- Evaluating facility parking needs in light of existing constraints and issues, and future needs based on the above facility improvements that will affect parking capacity and location.

Other Improvements

- If the Recology administration building is relocated, a small customer service office will still need to be accessible to the public off of Shoreway Road.
- Given the high visibility to Highway 101, staff would like to evaluate an electronic billboard for public education purposes.

SBWMA Long Range Plan - Collection Programs and Public Education Overview
RethinkWaste/Recology and SBR Meeting - September 23, 2014

Programs and Operations - Collection	Keep As-Is	Change	Eliminate	Comments
Garbage Collection Services				
Single-Family		X		Every other week collection pilot. Co-collection with recycling using split-body collection vehicles.
Multi-Family	X			
Commercial	X			
Agency Facilities	X			
Fully Automated, Side-Loader Collection Vehicles		X		Incorporate semi-automated collection vehicles
Rear-End and Front-End Load Collection Vehicles				
Cart/Bin Sizes	X			
5% Biodiesel Fuel		X		Change to compressed natural gas (CNG)
Recycling - Single-Stream Collection				
Single-Family		X		Co-collection with garbage using split-body collection vehicles
Multi-Family	X			
Commercial	X			
Agency Facilities	X			
Fully Automated, Side-Loader Collection Vehicles		X		Incorporate semi-automated collection vehicles
Rear-End and Front-End Load Collection Vehicles	X			
5% Biodiesel Fuel		X		Change to compressed natural gas (CNG)
Accepted Items	X			
Recycling - Source Separated Collection				
Commercial	X			
Fully Automated, Side-Loader Collection Vehicles		X		Incorporate semi-automated collection vehicles
Rear-End and Front-End Load Collection Vehicles				
5% Biodiesel Fuel		X		Change to compressed natural gas (CNG)
Accepted Items		X		Source post-industrial stretch film and cardboard from commercial customers if feasible
Organics - Collection				
Single-Family	X			
Multi-Family		X		Change from a subscription-based program so all complexes receive organics collection
Commercial	X			
Agency Facilities	X			
Fully Automated, Side-Loader Collection Vehicles		X		Incorporate semi-automated collection vehicles
Rear-End and Front-End Load Collection Vehicles	X			
5% Biodiesel Fuel		X		Change to compressed natural gas (CNG)

Programs and Operations - Collection	Keep As-Is	Change	Eliminate	Comments
Organics - Plant Materials Collection Only				
Commercial	X			
Agency Facilities	X			
Fully Automated, Side-Loader Collection Vehicles		X		Incorporate semi-automated collection vehicles
Rear-End and Front-End Load Collection Vehicles	X			
5% Biodiesel Fuel		X		Change to compressed natural gas (CNG)
Used Oil/Oil Filter Collection				
Single-Family	X			
Battery/Cell Phone Collection				
Single-Family	X		X	Evaluate whether to continue curbside collection or create additional collection opportunities at existing community events
Multi-Family	X			
Agency Facilities	X			
Bulky Items Collection				
Single-Family		X		Implement coupon program
Multi-Family		X		Implement coupon program
Accepted Items		X		Add textiles to accepted items
Holiday Tree Collection				
Single-Family	X			
Multi-Family	X			
Abandoned Waste Collection				
Other/Community		X		Identified as needing improvements, no specific changes provided
Coats for Kids Collection				
Single-Family	X			
Other/Community	X			
Compost Giveaway				
Other/Community	X			
Shred/E-Scrap Recycling Events				
Other/Community		X		Recology interested in possibly providing mobile shred events directly; determine whether E-Scrap recycling events will be needed
Community Events Recycling				
Other/Community	X			
Community Drop-Off Events				
Other/Community	X			

Programs - Other	Keep As-Is	Change	Eliminate	Comments
Door-to-Door HHW Collection				
Single-Family		X		Other options and service providers need to be explored
Multi-Family		X		Other options and service providers need to be explored
Public Spaces				
Agency Facilities		X		New - provide standardized recycling and organics containers/collection services
Other/Community		X		New - provide standardized recycling and organics containers/collection services
Specialty Collection/Awareness Campaigns				
Other/Community		X		New - repurpose RethinkWaste recycling trailers for specialty item collections; incorporate awareness campaigns
Public Education and Outreach	Keep As-Is	Change	Eliminate	Comments
Commercial Recycling Technical Assistance				
Multi-Family	X			
Commercial		X		Develop incentives for businesses; sector-targeted educational campaigns
Agency Facilities	X			
Community Events Participation				
Other/Community	X			
Recycle Slim Jims				
Commercial	X			
Agency Facilities	X			
Organics Slim Jims				
Commercial	X			
Agency Facilities	X			
Recycle Cardboard Deskside Boxes				
Commercial	X			
Agency Facilities	X			
Recycle Plastic Deskside Boxes				
Commercial	X			
Agency Facilities	X			
MFD Buddy Bags				
Multi-Family	X			
MFD Tool Kit				
Multi-Family		X		Develop additional collateral
Kitchen Pails				
Single-Family	X			
Multi-Family	X			

Public Education and Outreach	Keep As-Is	Change	Eliminate	Comments
Brochures, Bill Inserts, Newsletters, Posters, Print Ads, Truck Signs, etc.				
Single-Family	X			
Multi-Family	X			
Commercial	X			
Agency Facilities	X			
Websites, Social Media, E-Blasts, etc.				
Single-Family	X			
Multi-Family	X			
Commercial	X			
Agency Facilities	X			
BizSMART Awards				
Multi-Family	X			
Commercial	X			
Mobile App				
Single-Family		X		Monitor for technological developments, needs and increased service sector

Meeting Synopsis

Long Range Plan Phase 2 – Potential Collection Programs and Public Education Improvements
September 23, 2014 9:30 AM
Recology San Mateo County Offices

In Attendance:

Recology: Mark Arsenault, Mike Kelly, Mario Puccinelli, Jeannette Haskell, Gino Gasparini, Tammy Del Bene, Dennis Franco
South Bay Recycling: Dan Domonoske, Dwight Herring, Mike Mahoney (Consultant)
RethinkWaste: Kevin McCarthy, Cliff Feldman, Hilary Gans, Monica Devincenzi, William Schoen (Consultant, R3 Consulting Group)

Garbage Collection Services

- **Every Other Week Collection (Single-Family Dwellings):**
 - Recology open to piloting every other week garbage collection. If a pilot is to be done, it would need to occur in the next 18 months.
 - Recycling and organics collection would remain weekly.
 - Rates are an issue that would need to be addressed if every other week garbage collection is implemented.
 - SBR concerned with potential contamination levels increasing in recycling and organics with every other week garbage collection.
 - Consider an every other week garbage line item charge for contamination for customers whose recycling becomes contaminated.
 - Recology/San Francisco Environment single-family dwelling (SFD) waste characterization studies in San Francisco are finding that a lot of what is in the garbage is food containers still containing a significant amount of food (e.g., half-full salad dressing bottles, half a tub of spoiled cottage cheese, etc.)

- **RFID Tags/Truck Scales (Single-Family Dwellings):**
 - RethinkWaste is interested in finding out current operating results or research available with utilizing RFID tags (bar codes) on carts and scales on trucks to use for billing customers.
 - Recology is conducting a pilot in San Francisco using imbedded bar codes for a “Pay as You Throw” (PAYT) program to bill customers only when the cart is serviced. Pilot includes 1,000 SFD homes. It does not include scales on the collection trucks.
 - Recology said it is better if the bar codes are implemented at the time when carts are being rolled out to residents, harder to do when the carts are already on the street.
 - Recology also said there are potential accounting issues with cart exchanges involving carts with RFID tags.

Action Items:

- Recology to provide update and findings of SF pilot.
- Recology to research RFID tag/truck scale technologies.

- **Garbage/Recycling Co-Collection (Single-Family Dwellings):**
 - Recology is interested in the co-collection of garbage and recycling from SFD customers utilizing split-body collection vehicles to reduce the number of vehicles servicing neighborhoods.

Action Items:

- Recology to provide proposal on the use of split-body collection vehicles.

Acceptable Items - Recycling

- Due to soft market conditions in Asia, SBR is not proposing to add any new materials to the acceptable list.
- SBR has markets for the collection of post-industrial stretch film and cardboard from commercial customers if Recology can identify such customers. The items could be mixed in one container.
- Maintaining high-quality material is key to the program across the board for all recyclables.

Additional Diversion Opportunities

- Biggest potential is the commercial sector. Need data to determine the level of recycling taking place independent of the Recology franchise services. Commercial reporting system, if put in place, will help provide answers.
- Recology would like to consider changing organics collection services from a subscription-based program for MFDs to one that is included with their services like recycling.
- Recology proposed focusing on “industry specific” customers, such as hospitals.

Collection Fleet

- **Fuel:**
 - Replace the use of biodiesel in Recology collection vehicles with compressed natural gas (CNG).
- **Vehicle Types:**
 - Recology exploring combining semi-automated collection with fully automated collection.
 - Recology exploring split-body collection vehicles to allow for co-collection of materials.

Action Items:

- Recology and RethinkWaste to work closely on research/implementation of a CNG collection fleet as it would impact the existing fueling system and parking at Shoreway.
- Recology to provide proposal on the use of split-body collection vehicles.

Abandoned Waste

- Program presents challenges for Recology in several Member Agencies.
- Recology identified the program in San Francisco as the best they have experienced when it comes to abandoned waste due to resources/speed of responding to abandoned waste reports.

Action Items:

- Recology to propose improvements and enhancements to existing program.

Household Battery/Cell Phone Curbside Collection (Single-Family Dwellings)

- Need to determine whether program continues to be offered to residents or discontinued due to fire hazard potential at the Shoreway Materials Recovery Facility (MRF).

- Potential change could be to add battery/cell phone collection to other community events such as Shred Events and to publicize other alternatives (e.g., Door-to-Door Household Hazardous Waste collection program.).

Action Items:

- SBR to research MRF fires and provide information on findings.
- Decision to change the program needs to be made by the end of the year.

Bulky Item Collection Program (Single-Family and Multi-Family Dwellings)

- Recology would like to expand program to include textiles (contained separately). SBR will have expanded textile market through USAgain. USAgain is a company that collects unwanted textiles and resells them in the United States and abroad.
- A potential enhancement could include some form of a coupon program.

Action Items:

- Recology to research the coupon program.
- SBR to provide program parameters/acceptable items list for textiles.

Community Events

- **Document Destruction (Shred) Events:**
 - Recology is interested in possibly providing mobile shred event service directly to Member Agencies rather than use a vendor.
- **E-Scrap Recycling Events:**
 - Due to others providing these types of events in communities (e.g., schools, service organizations, etc.), there might not be the need to provide them in the future.

Action Items:

- Recology to research bringing mobile shred events in-house.
- RethinkWaste to research the need for E-Scrap events.

Specialty Collection/Awareness Campaigns

- **RethinkWaste Recycling Event Trailers:**
 - RethinkWaste has two event trailers that are no longer being utilized for recycling services at events. They could be redeployed for specialty collection to benefit communities within the service area.
- **Awareness Campaigns:**
 - Explore opportunities to incorporate awareness campaigns in programs (e.g., pink carts for cancer, Earth Day cart painting contest, etc.)

Action Items:

- Recology and SBR to research using the trailers for specialty collection events and incorporating awareness campaigns.

Door-to-Door Household Hazardous Waste Collection Program

- As current contract will be ending in 2016, need to identify and explore other options/service providers.

Commercial Recycling Technical Assistance/Public Education

- Recology would like to work together with RethinkWaste to expand the existing public education elements, and continue using buddy bags and internal containers. Recology said it could conduct a “pilot” to track the results of the buddy bags. Expanded elements suggested include:
 - Other collateral for MFD Toolkit (something used on the outside of the Buddy Bag)
 - Commercial case studies/incentives for businesses
 - Educational campaigns targeted at sectors (e.g., messages/ads on coffee sleeves, pizza boxes, etc.)
 - Contamination campaign

Action Items:

- SBR to analyze contamination issues to make determination whether a contamination campaign is needed.

Public Spaces Recycling

- RethinkWaste has been researching providing standardized recycling and organics containers/collection service for public spaces such as downtown areas, parks and city halls to provide convenient diversion opportunities where ever people go and would like to pilot a program. Funding is included for pilot in current fiscal year budget.

Action Items:

- RethinkWaste to send out report on Public Spaces Recycling and to schedule a follow-up meeting for further discussion with Recology and SBR.

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