AGENDA

1. Call to Order/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. Executive Director's Update p. 5

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. Approval of Minutes from the September 12, 2019 Board/TAC Study Session p. 9

5. Staff Update and Review of Draft 2020-2024 Long-Range Plan p. 19

6. Presentation and Discussion on SB1383 Compliance Planning p. 67
   Rob Hilton HF&H Consultants

7. Contractor Updates
   A. Recology
   B. South Bay Recycling p. 103

8. Board/TAC Member Comments

9. Adjourn
EXECUTIVE DIRECTOR’S REPORT
Agenda Item 3

Executive Director’s Update

No Staff Report:
Verbal Presentation Only at the 11/07/2019 Board/TAC Study Session
CONSENT CALENDAR
DRAFT MINUTES
SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY
STUDY SESSION MEETING OF THE BOARD OF DIRECTORS AND THE
TECHNICAL ADVISORY COMMITTEE
September 12, 2019 – 2:00PM.
San Carlos Library Conference Room A

Call to Order: 2:06PM

1. Roll Call Board Members:

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Roll Call TAC Members:

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None
1. **Executive Director’s Update**

Executive Director La Mariana commented on the need for the regularly scheduled TAC Meeting to become a joint Board/TAC study session. The September TAC meeting is typically the time the TAC reviews the next rate year’s compensation applications (in this case rate year 2020), this year staff has prepared a planning projection for the franchise agreement step-up costs that will occur between the end of the current term of the contract (12/31/2020) and the amended and restated agreement beginning on 1/1/2021. He also noted that today’s presentation will include (non-binding) projections on a new service level adjustment calculation that will be applied in 2021, and staff thought because these two new elements each have important cost and rate implications to our member agencies, we felt that it was a valuable discussion to engage both the Board and the TAC members early on in this discussion.

**Meetings through the end of the year:**
The October 24, 2019 Board Meeting will be cancelled, there will be no meetings in October. There will be another joint Board/TAC study session on November 7 to discuss the SB1383 gap analysis findings by HF&H Consultants, as well as discuss Amendment One and the Agency’s proposed 2020 Long-Range Plan. November 21 will be the final board meeting of the year, complete with our historic Thanksgiving-themed pre-meeting lunch that begins at 12:30pm in our administrative offices.

He then gave an update on Agency activities since the last Board Meeting in June:

- The 2020 Bond refunding project is completely done.
- The decision was made to suspend Buyback center operations on August 16. On August 5th, a major recycler that operated a number of Buyback centers in the county (and 284 sites throughout the state) unexpectedly closed due to bankruptcy, and their customers were diverted to the limited number of remaining, non-affiliated buyback centers remaining, including our Shoreway facility. The resulting traffic seriously impacted Recology and SBR trucks coming in and out of the facility, impacted our neighbors and it created an unsafe zone for the customers and the Recology and SBR drivers. At the September 26 Board Meeting there will be an in-depth discussion on the issue and the new financial realities/options that confront us for opening the Buyback center back up.
- The Organics-to-Energy Pilot is moving forward as planned. There are 4 very large containers in the Shoreway visitors parking lot that will eventually take the slurry product produced by the project to the wastewater treatment plants. This equipment arrived 6 weeks early. Unfortunately, due to limited parking because of the equipment being in the parking lot and the related installation equipment and worker’s vehicles, the Shoreway public tours have been cancelled for the time being. This temporary cancellation is roughly estimated to be through the end of spring 2020. School group tours which arrive on a bus are continuing.
- There is a significant storm water capital project in development for our facility’s 16-acre site that will also have a major impact on the site operations. There will be more to report on this soon.
- The Bay Area Air Quality Management District (BAAQMD) has started to go public with their intent to adjust their handling material handling standards for all organics collection and processing facilities, including the Shoreway facility. The BAAQMD has stated that, upon approval by their Board (anticipated by December 2019), they will implement regulations 13-2 and 13-3 which will require significant capital improvements to our transfer station. Which would mean there would need to be rapid close doors on each end of the transfer station to trap the gasses that the
organic materials naturally emit, and a vapor capture system to filter out 85% of those gasses. He also noted that they’ve been told that once the regulations are final facilities like Shoreway will have 6 months to implement, which would mean a large unplanned and unbudgeted capital project.
  - Board Member Widmer asked if there were any Board Members on the Air Board who could be engaged with on the issue. Executive Director answered that there are 3 BAAQMD Board members (out of 26) from the SBWMA service area. Member Widmer asked for staff to draft a letter that Board Members and Member Agencies could send to their representative on the Air Board. (NOTE: An SBWMA letter was submitted to the BAAQMD on October 3, 2019—see attached).

- The Recology Blossom Valley Organics processing contract is expiring at the end of 2020, so post-contract planning has begun. Based on current market conditions and the state of regional organic material processing capacity, staff is projecting significant increases on this line item in our FY2020/21 budget planning, and beyond.
- First talks with Recology about alternative fuel vehicles in their next purchase of fleet vehicles has been scheduled. Per the terms of our Restated and Amended Franchise Agreement, Recology will be transitioning its fleet of 150 collections vehicles between 2022-2025. These discussions will determine the mix of cleaner burning, locally-sourced alternative fuels to power these vehicles in the future. These complex vehicles require about a one-year lead time to manufacture and deliver so this is the right time for these discussions.
- A successful and smooth transition of financial and accounting services from the City of San Carlos to the City of Redwood City is now complete.
- AB 1509 passed the Assembly 63 to 0, but the State Senate asked for revised language, and the bill has become a 2-year bill, so staff is working on support for the bill in the Senate before it is heard in the February/March timeframe.
- Assembly Member Kevin Mullin and his local district and Sacramento staff hosted their team’s annual team retreat at Shoreway on July 31. Mullin is the co-author of AB1509, and it was a great opportunity for their team to see first-hand the dangers of Lithium Ion batteries to our workers and facilities. It was also a terrific opportunity to showcase our agency’s operations and the valuable services that we provide to our community. This was a tremendously mutually beneficial event.
- There have been recent staffing changes at RethinkWaste. Joanna Rosales has been promoted to Outreach and Communications Coordinator (previously a Public Spaces Fellow), and Adele Halili has been promoted to Environmental Education Associate (previously an Environmental Education Fellow). Joanna’s position was newly created, and Adele’s position replaces Madison Guzman who will not be returning to work after giving birth to a son in June. A new cohort of four new Fellows will start in October.

2. 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. Approval of Minutes from the June 6, 2019 TAC Meeting
   B. Approval of the 2020 TAC Meeting Calendar
   C. Approval of Board/TAC Study Session on November 7, 2019(2-4PM)
- Review of 2020 Long-Range Plan
- SB1383 Action Plan Presentation by HF&H Consultants
- Review and Discussion on Amendment One to the Model Amended and Restated Franchise Agreement with Recology San Mateo County

Motion/Second: TAC Member Murray/TAC Member D. Lee
Voice Vote: All in favor

   - Service Level Adjustments for Rate Year 2021 Mock Calculations
   - Rate Year 2021 Restated and Amended Franchise Agreement Cost Projections

Staff Mangini gave a PowerPoint presentation and an explanation of the new service level adjustment calculations that were estimated for 2020 but will go into effect in 2021. **Staff Mangini and Executive Director La Marina underscored the need for Member Agencies to increase revenue this year to help build a reserve and soften the increases coming in 2021 and beyond.**

Board Member Widmer asked for further explanation of the 3-year rolling average with the service level adjustments. Executive Director noted that this year is a dry run for the increases that will go into effect next year, and that it would be calculated on a 3-year rolling average to smooth systems costs which will minimize rate impacts to each member agency in the future.

TAC Vice Chair Murray commented that this doesn't include any of the increased costs associated with the anticipated amendment one or the $2M in unplanned improvements to the MRF due to the BAAQMD's anticipated regulations 13-2 and 13-3. Executive Director La Marina noted that was correct, and he also indicated that anticipatedSB1383 implementation costs are also expected to stack on top of the costs of the amended and restated Recology Agreement and service level adjustments. He added that the current Organics-to-Energy project and MRF improvements would be capitalized and don't affect rates in the same dollar-for-dollar way.

Board Member Bonilla asked why the large increase for the North Fair Oaks County area. Staff Mangini noted that the compensation to Recology hasn't increased in the last few years and is now catching up. Staff Mangini noted that he'd be happy to sit down with individual Agencies to walk through individual Agency calculations.

Board Chair Benton asked where the 2021 Recology compensation number comes from. Staff Mangini noted that it is the number that was negotiated in the model franchise agreement. Executive Director La Mariana added that a large portion of the increase is because Recology will need to replace their entire fleet to provide proper service for the new 15-year term of the Restated and Amended Franchise Agreement. Once the fleet is replaced, the system cost structure will be index based as is the case today.

TAC Member Lucky confirmed that the 2021 base compensation included the indices plus the capital purchase for the new fleet. Executive Director La Mariana noted that the new depreciation level in the amended and restated agreement steps up then.
Member Lucky asked if the surpluses Member Agencies have been obtaining over the last 3 years could be applied. Staff Mangini answered yes, but if the revenue requirement isn't being met all of the surplus will be used in the first year, so the following year another surplus will be needed.

Board Chair Benton asked to see Table One again and concluded that Agency wide the base compensation to Recology is going up 2.8% which is what is on the Board Agenda for approval in two weeks.

4. Review of the SBWMA DRAFT Report Reviewing the 2020 South Bay Recycling Compensation Application

Staff Mangini gave an overview of the South Bay Recycling 2020 compensation application. He noted that there are two outstanding items that SBR is being asked to adjust on their 2020 compensation application and those changes would mean a 2% increase not a 2.8%. One of those is the VRS compensation it appears that profit has been applied twice so staff is asking them to adjust that calculation. The second is that the supervisor compensation should be 3% per the contract not the amount in the Compensation application. He concluded that the final review would be in the next few days, and a final report would go out with the Board packet next week.

TAC Vice Chair Murray asked to discuss the SBR Contract Extension.

Executive Director La Mariana answered that the SBR contract is set to expire on 12/31/2020. He noted that at the direction from TAC and Board discussion there will be a recommended action item on the September Board agenda to extend the existing Operating Agreement with SBR through 12/31/2023 under the same terms and conditions. After the completion of its legal review, Staff will present agency options for Board consideration in the near future about how to proceed with the Operating Agreement on 1/1/2024, and beyond.

Board Member Widmer asked if the compensation numbers included the sharing of the costs of the equipment for improving the paper quality. Staff Mangini answered that it hasn’t been discussed yet, so this Compensation application is status quo.

Board Chair Benton asked if the new Ox Mountain contract would affect 2020 rates. Staff Mangini answered yes, the new contract prices for Ox Mountain go into effect in 2020 and have been included the 2020 calculations.

Board Member Bonilla noted that the transport section of the report has no percentage increase and asked for clarification. Staff Mangini thought this was an oversight, and he would correct it in the final version that is presented for Board consideration on 9/26/2019.

5. MRF Phase I BHS Equipment Review

Staff Gans gave a presentation providing background and highlighting why the proposed MRF Phase I equipment purchase to upgrade the facility would be recommended at the September 26 Board Meeting.
He noted that this equipment would sort recyclables better, improve material quality, improve commodity market revenue and improve overall facility efficiency. This recommendation is driven by the significant waste stream changes that have occurred in the last 10 years since the MRF was built and the radical change in global commodity market conditions that occurred in 2018.

TAC Member Danielle Lee asked if further changes to the waste stream were projected in the future. Staff Gans answered yes, plastics have increased, paper is now plastic laminated, and many items are made from multiple materials. Additionally, mechanical sorting is being replaced by computer optics, and sorting using artificial intelligence. He showed a graph of what is currently winding up in mixed paper that can't be sorted out.

A Board quorum was lost at 3:20PM discussion continued.

Board Alternate Royse asked if the annual financial benefit was due to reduced labor cost. Staff Gans answered not in Phase I, the labor benefit is in Phase II. The major financial benefit in this round is largely from increased commodity revenue.

TAC Member Lucky advocated for a two pronged approach, noting that this equipment costs a lot of money that the rate payers are paying for, but corporations making the packaging that has become a huge part of the waste stream are not being held responsible for being better stewards of waste management.

The group discussed ideas on the topic. Noting that it is hard to get through to corporations, but many groups are working on it through legislative channels. The California Product Stewardship Council is currently working an Extended Producer Responsibility on this issue but is frustrated by lack of communication with industry. Others noted working with college design programs so future generations or package designers would design packaging with an environmental focus. And, making packaging out of fully recyclable materials and getting rid of plastics 3-7.

Staff Gans concluded that the industry is soul searching especially about plastics as the public grows more concerned about the issue.

6. Contractor Updates
   A. Recology – No Report
   B. South Bay Recycling – No Report

7. TAC Member Comments

Member Lucky asked to talk illegal dumping on a future agenda. Noting that it is an increasing problem, and the problem is taking a lot of staff time, many departments are involved, it affects stormwater issues, and increases Recology costs to the Member Agencies. She asked to look at costs to dispose at the transfer station, and other issues that could be causing the increase and ways to help alleviate the problem.

TAC Member Danielle Lee announced that there are now 16 cities in San Mateo County who've joined
with the County on the disposable foodware ordinance. Executive Director La Mariana voiced his and the agency’s strong support for this initiative and noted that it is in direct alignment with the SBWMA’s waste reduction goals.

8. Adjourn 3:40PM
STUDY SESSION

Review of Draft 2020-2024 Long-Range Plan

Agenda Item 5
STAFF REPORT

To: SBWMA Board Members
From: Grant Ligon, Management Analyst
Date: November 7, 2019 Board of Directors/Technical Advisory Committee Joint Study Session

Recommendation
This staff report is for discussion purposes only and no formal action is requested of the Board of Directors.

Summary
This draft SBWMA 2020 Long Range Plan (2020-24), i.e. the “2020 Plan”, replaces and refreshes the Agency’s South Bayside Waste Management Authority 2015 Final Long-Range Plan (“2015 Plan”). The 2020 Plan will serve the SBWMA Board of Directors (“Board”), Technical Advisory Committee (TAC) members, staff, and stakeholders as a primary guidance document for key agency programs and operations, capital improvements, and policies. It also supports the FY19/20 and future years’ budget development processes, along with longer-term planning during the 2020-2024 timeframe.

Based on the need to update the 2015 Plan after five years, and changes over the past five years in policy, market, climate change and sustainability, Member Agency need and other factors, the 2014-Board approved Agency Mission Statement and Guiding Principles and prioritization of near-term programs merited adjustment within an updated Long Range Plan. Those adjustments were reviewed during and surrounding meetings with SBWMA’s major contractors Recology San Mateo County and South Bay Recycling, the SBWMA’s TAC, and various other SBWMA Committees over the past eight months. Their feedback directed Staff to shorten the 2020 Plan relative to the previous version, improve its readability, update (make greener) the Mission Statement and Principles and Objectives, and focus on certain recommended programs over others, among other comments.

Next steps for 2020 Plan approval include incorporation of Board/TAC feedback and preparation of the final 2020 Plan for November 2019 or January 2020 Board approval.

Analysis
The long-range planning process requires strong collaboration of the Board, TAC members, staff, and stakeholders. The 2020 Plan is intended to provide guideposts for the Agency’s critical pathway over a multi-year period, and to serve as a blueprint for key activities, capital investments, and policy initiatives during the coming five-year period. Based on specific Board and other aforementioned groups’ direction and feedback, Staff have developed the 2020 Plan to be read easily, serve as a handy reference and prioritization tool for near-term programs, and be practically implemented.

Process goals to be achieved by the 2020 Plan include: (1) identification of major capital investment needs at Shoreway and for programs; (2) understanding of key market, economic, environmental, and legal drivers that will shape Agency policy and planning priorities; (3) addressing approaches to the possible expiration or extension of the key materials management contracts; (4) articulation of Member Agency needs and planning for SBWMA’s
technical services to meet such needs; and (5) operational and financial risk management, to address system costs, rate stability, and need for uninterrupted service.

Specific draft recommendations include the following programs/initiatives, classified by their sector as done within the 2020 Plan and as shown via timeline in draft 2020 Plan Program Planning Table:

1) Waste Reduction and Reuse: reporting on reduction in per-capita waste generation; supporting San Mateo County Office of Sustainability Foodware Reduction Ordinance and Food Recovery initiatives; Electronics Right-to-Repair policy sponsorship; and Reusable Packaging Support campaign;
2) Collection: Franchise Agreement Outreach with Public Education Plan and Multi-Family Dwelling/Commercial customer focus regarding CA Senate Bill 1383 compliance (paired with expanded organics collection, monitoring and enforcement); Collection fleet fuel conversion; expanded battery collection and outreach; continued Extended Producer Responsibility bill sponsorship; and expansion of Collection In-Schools and Public Spaces pilot programs;
3) Processing and Transfer: Materials Recovery Facility recycling equipment improvements (Phases 1-2 and maintenance projects); Organics-to-Energy pilot then full-scale implementation; extension, RFP, options considerations or other processes for key Processing, Landfill Disposal, Construction and Demolition debris and Organics processing contracts;
4) Operations and Management: battery and disaster/sea level rise risk planning activities; environmental education center messaging and event improvements; and potential various Facilities-based pilot programs.

Background
The current 2015 Long-Range Plan was adopted by the SBWMA Board on June 25, 2015, to provide guidance on programs and activities for the Agency to pursue during 2015-2019. Prior plans were initiated with the first one in 2002 (updated in 2005), which became the starting point for the development of the franchised collection programs and services that began on January 1, 2011. A master plan for the Shoreway Environmental Center was approved by the Board in April 2007 and was the basis for the $46M in capital improvements completed between the fall of 2009 and the spring of 2011. These documents have served the Agency well during the past five years, but major changes require the Agency to re-establish its priorities and focus for the next five years, hence this activity.

Namely, following 2015 Plan creation, the waste industry and SBWMA service area have experienced many changes in terms of policies, materials markets, Member Agency sustainability-related goals, and other Member Agency priorities. Examples of such include China’s National Sword Policy closing off major markets for recycled fiber, plastic and other materials; CA Senate Bill 1383 setting ambitious near-term goals for organics collection and processing, especially for food recovery; and Member Agency focus on Climate Action Plans and other sustainability activities.

These changes persuaded Staff in early 2019 to start considering updates to the Agency’s Mission Statement and Guiding Principles and Objectives as starting points for developing the 2020 Plan. Adjusted Mission Statement and Principles and Objectives, along with draft versions of 2020 Plan, and were presented alongside the revised Mission Statement and Principles and Objectives to various Committees and stakeholders during the last eight months, as seen in the below timeline in Table 1.
Board and other feedback will be incorporated within the draft 2020 Plan to facilitate its preparation for Board approval in November (or January 2020 if necessary). Subsequently, 2020 Plan program recommendations will begin implementation upon January 1, 2020 Mid-Year Budget execution (or shortly following late-January approval if necessary).

**Fiscal Impact**
The Board review and approval of the 2020 Plan has no specific fiscal impact as separate Board actions will have to be taken in future years to approve recommended projects. The draft 2020 Plan's Table 1 outlines decisions by year which will be requested of the SBWMA Board and/or Member Agencies to implement the recommendations.

**Attachments:**
Attachment A – Draft SBWMA 2020 Long Range Plan
Attachment B – Presentation on the DRAFT 2020 Long Range Plan

### Table 1
2020 Long Range Plan Review Stakeholder Meetings/Involvement and Results

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<td>March 12</td>
<td>Public Education and Outreach Committee</td>
<td><strong>Input session #1:</strong> Suggested engagement/collaboration strengthening, topic headings, and other improvements</td>
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<td>March 14</td>
<td>Technical Advisory Committee (TAC)</td>
<td><strong>Input session #2:</strong> Prioritized and edited/added to topics in Plan Outline, in-person and via survey</td>
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<td>March 28</td>
<td>Zero Waste Committee</td>
<td><strong>Input session #3:</strong> Capital Improvement Planning, refined Mission Statement and Principles and Objectives</td>
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<td>April 11</td>
<td>Finance Committee</td>
<td><strong>Input session #4:</strong> Refined Mission Statement and Principles and Objectives</td>
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<td>April 15</td>
<td>Public Education and Outreach Committee</td>
<td><strong>Input session #5:</strong> Refined Pilot Programs and Outreach Plan focus areas</td>
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<td>April 16</td>
<td>Franchised Hauler (Recology)</td>
<td><strong>Input session #6:</strong> Refined Collection Section and other activities/focus areas</td>
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<tr>
<td>April 19</td>
<td>Contracted Processor (SBR)</td>
<td><strong>Input session #7:</strong> Refined Processing and Operations Sections and other activities/focus areas</td>
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<td>May 9</td>
<td>TAC</td>
<td><strong>Input session #8:</strong> Discussed process, incorporating feedback, Mission Statement and Principles and Objectives, and timeline to develop draft and final Plan</td>
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<tr>
<td>June 6</td>
<td>TAC</td>
<td><strong>Input session #9:</strong> Draft Plan review and discussion</td>
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<td>November 7</td>
<td>TAC/Board of Directors Study Session</td>
<td><strong>Input session #10:</strong> Board’s first review of Draft Plan (Study session format)</td>
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<td>November 21</td>
<td>Board of Directors</td>
<td>2020 Long-Range Plan Consideration: Board approval of Plan</td>
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<td>January 1, 2020</td>
<td>Mid-Year Budget</td>
<td>Revised 2020 Long-Range Plan: Implementation Date</td>
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2020 LONG-RANGE PLAN (2020–2024)

South Bayside Waste Management Authority
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   ii. Packaging
   iii. Edible Food Recovery and Other Organics
   iv. Other Materials and Considerations

B. Section 2: Collection Programs and Policies
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   ii. SB 1383: Mandatory Monitoring, Enforcement and other Oversight of Improved Recycling and Organics Collection
   iii. Alternative Fuel for Collection Vehicles
   iv. Expanding Battery Collection
   v. Extended Producer Responsibility Policy Support
   vi. Collection Pilot Projects

C. Section 3: Processing and Transfer Programs and Policies
   i. Upgrading Shoreway Recycling Facilities
   ii. Expanding Organics to Energy Processing
   iii. Shoreway Operations Agreement
   iv. Landfill Disposal Contract

D. Section 4: Operations and Management Programs and Policies
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   ii. Disaster and Resiliency Planning
   iii. Environmental Education Center Activities
   iv. Facilities: Additional Topics
   v. Financial Management

6. Acknowledgements

7. List Of Key Sources Of Information
   A. SBWMA Sources
   B. State of California and Regional Sources
   C. Additional Sources
Executive Summary

A. Who We Are

The South Bayside Waste Management Authority (RethinkWaste) is a Joint Powers Authority of twelve Member Agencies (Atherton, Belmont, Burlingame, East Palo Alto, Foster City, Hillsborough, Menlo Park, Redwood City, San Carlos, San Mateo, the County of San Mateo and the West Bay Sanitary District) in San Mateo County. The twelve RethinkWaste Member Agencies have exclusive franchise agreements with Recology San Mateo County (Recology) for the collection of solid waste, recyclable materials and organic materials through December 31, 2035. Under RethinkWaste direction, the franchised hauler Recology provides collection services to approximately 435,000 residents, 95,000 households and 11,000 businesses in the 100+ square mile RethinkWaste service area. Waste materials are delivered to the 16-acre RethinkWaste-owned Shoreway Environmental Center, contractually operated by South Bay Recycling (SBR), along with other self-haul and non-franchised material delivered to that facility.

B. Agency Governance Model

RethinkWaste’s Board of Directors is comprised of 12 elected officials, one from each member agency. Each board member has an equal vote on all major financial, contractual and programmatic decisions. All system costs are allocated annually to each Member Agency on a prorated basis. RethinkWaste’s roots began in 1982 with the current 12 charter members, while the current joint powers governance model was implemented on December 9, 1999 with the execution of the Joint Exercise Powers Agreement of the South Bayside Waste Management Authority. This document, and its 2006 and 2013 amendments, are available for review on the agency’s website, RethinkWaste.com.

C. Purpose and Use of the 2020 Long Range Plan

This Five Year 2020 Long Range Plan (“Plan”) is a master planning and policy guiding document that supersedes the last such plan developed for the Agency in 2015. These plans provide board-level directional framework to address RethinkWaste’s policy, programmatic and infrastructure needs that have arisen over the preceding five years due to changes in laws, policies, material markets, Member Agency needs, and other concerns. RethinkWaste’s priority areas of emphasis are:

- Deliver exceptional public health and worker safety standards throughout our operations;
- Provide our ratepayers with comprehensive, industry-leading services at the best rates possible;
- Achieve premier environmental integrity compliance standards with industry regulations;
- Create maximum community program engagement through innovative education and outreach;
- Leverage local community infrastructure and assets that align with RethinkWaste goals.

At this writing, State Senate Bill 1383 is anticipated to create significant changes in organics diversion and therefore RethinkWaste’s waste management practices over the next several years, similar to how Assembly Bill 341 (with its 75% statewide recycling goal by 2020), AB 1826 and others guided prioritization of activities in the 2015 Plan. The Plan includes recommended activities within Waste Reduction and Reuse, Collection, Processing and Transfer, and Operations and Management Sections that answer to those market, policy, Member Agency needs and other changes (“drivers”). Those are also reflected in the updated Mission Statement and Principles and Objectives.
The Plan is intended to be a flexible tool for RethinkWaste and Member Agency decision-making regarding necessary extensions or RFP processing and bid selection for key Franchise Agreement, waste processing, landfill disposal, and other agreements or contracts. The Plan provides final recommendations for certain activities with decision-making timelines (see following Table) and relative costs, tied to major capital improvements to be funded by 2019 Bond proceeds. The proceeds from the over-subscribed and green bonds included refunding of $31.8M and new money totaling $16.9M, with overall refunding savings of $9.8M and lowering of annual debt service from $4.1M to $3.8M. Those improvements, including MRF (Materials Recovery Facility) Sorting Upgrades, Organics-to-Energy processing, Collection Vehicle CNG Refueling, and others will complement expansion in waste reduction and reuse activities, public education and outreach to ensure that the Shoreway Facility and RethinkWaste continue to serve as leaders in innovative solid waste management.

When approved by the Board of Directors in the fall of 2019, this Plan will provide RethinkWaste leaders, staff, contractors and other stakeholders with overarching direction for RethinkWaste initiatives during 2020 through 2024. It is anticipated that specific staff program and Shoreway facility financial recommendations will be made for Board consideration in conjunction with each year’s annual budget development process. Staff believes that this process will provide strong board engagement and oversight while allowing nimble service and program delivery during this important period.

We welcome the challenges ahead!

Respectfully submitted,

Joe La Mariana
Executive Director,
South Bayside Waste Management Authority (aka RethinkWaste)
### D. Program Timing Table

<table>
<thead>
<tr>
<th>Programs/Timing</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
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<tr>
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<td>Programs with Local Partners</td>
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<td>SMCOOS Foodware Ordinance support</td>
<td>SMCOOS Food Recovery support</td>
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<td>MFD/Commercial 1383 organics focus</td>
<td>MFD/Commercial 1383 organics focus</td>
<td>MFD/Commercial 1383 organics focus</td>
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<td>Franchise Agreement SB 1383 Elements</td>
<td>MFD/Commercial expanded organics collection</td>
<td>MFD/Commercial expanded organics collection</td>
<td>MFD/Commercial expanded organics collection</td>
<td>Expand organics collection monitoring</td>
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<tr>
<td>SB 1383 Enforcement and other Elements</td>
<td>Draft Model Ordinance</td>
<td>Ordinance support</td>
<td>Full enforcement, fines, monitoring etc.</td>
<td>Full enforcement, fines, monitoring etc.</td>
<td>Full enforcement, fines, monitoring etc.</td>
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<tr>
<td></td>
<td>Pilot enforcement</td>
<td>Scale-up enforcement</td>
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<td>Collection Fleet Fuel Conversion</td>
<td>Continue alternative fuel conversion research</td>
<td>Prepare pilot truck, fuel station roll-out</td>
<td>Start procuring trucks, fuel station</td>
<td>Ramp up truck, fuel station procurement/install</td>
<td>Finish truck, fuel station procurement/install</td>
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<td>Battery Collection</td>
<td>Reach more MFDs</td>
<td>Reach more MFDs</td>
<td>Outreach campaign</td>
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<td>EPR Policy Targets</td>
<td>Track SB1509</td>
<td>Propose packaging bills</td>
<td>Propose other bills</td>
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<td>Collection Pilot Programs</td>
<td>Scale up Schools Pilot</td>
<td>Scale Schools Pilot</td>
<td>Scale Schools Pilot, full program review</td>
<td>Scale Schools Pilot, full program review</td>
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<td>Scale up Public Spaces Pilot</td>
<td>Review Public Spaces Pilot</td>
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<td><strong>Processing and Transfer Station Programs</strong></td>
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<td>MRF Improvements: Phase 1-2/other</td>
<td>Begin Phase 1 3x projects</td>
<td>Finish Phase 1, start Phase 2 1x project</td>
<td>Finish Phase 2 and storage tank removal</td>
<td>Maintenance projects</td>
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<td>Organics-to-Energy Processing</td>
<td>Pilot installation</td>
<td>Pilot operations</td>
<td>Potential full-scale installation</td>
<td>Potential full-scale operations</td>
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<td></td>
<td>C&amp;D extension, new Organics Agreement</td>
<td></td>
<td>Consider C&amp;D RFP, Organics Agreement extension</td>
<td>Consider new C&amp;D and Organics Agreements</td>
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<td>Operations and Management Programs</td>
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<td>Battery Risk and Disaster and Sea Level Rise Planning</td>
<td>Harden MRF &amp; Disaster Plan/training</td>
<td>Continue, assess Sea Level Rise Vulnerability</td>
<td>Pursue Vulnerability Assessment</td>
<td>Follow Vulnerability Assessment recomm.</td>
<td>Follow Vulnerability Assessment recomm.</td>
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<tr>
<td>Env. Educ. Center</td>
<td>Target messaging</td>
<td>Target messaging</td>
<td>Revamp events</td>
<td>Revamp events</td>
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<tr>
<td>Facilities Pilots</td>
<td>Pursue land lease</td>
<td>Pursue Reuse Park</td>
<td>Pursue site greening</td>
<td>Continue GHG Inventory</td>
<td>Continue GHG Inventory</td>
</tr>
</tbody>
</table>
1. Agency Mission and Guiding Principles

A. Mission

The SBWMA’s Mission Statement is hereby updated by the Board of Directors to read:

To serve as community and industry leaders and support our Member Agencies’ public health, safety, economic, climate action plan, and zero waste priorities, by providing innovative programs that flexibly and cost-effectively drive waste reduction, product reuse, recycling and composting through education, technical assistance, infrastructure, and enforcement.

The revised Mission Statement reflects significant changes that have occurred in recent years in State of California policy, recyclable commodity markets, and Board of Directors guidance drivers. This Mission Statement may be modified by the Board of Directors periodically to address Member Agency, regulatory, or other emerging key issue drivers such as climate change mitigation, adaptation, and resiliency, to align with Member Agency environmental and other priorities.

B. Principles and Objectives

As shown below, the SBWMA’s Principles and Objectives are hereby updated by the Board of Directors. These Principles and Objectives are to be used to evaluate and make priorities regarding proposed policy, program and infrastructure enhancements considered in this Long-Range Plan.

- **Economically Sustainable Materials Management System**
  a. Leverage existing Shoreway facility infrastructure and all partner organization resources and capabilities.
  b. Duly consider cost structures, rate stability and predictability when developing and evaluating programs, policies and infrastructure.
  c. Develop collection and processing systems that are adaptable, flexible, scalable, and resilient.
  d. Comply with all applicable local, state and national laws and regulations.
  e. Advocate for and support product stewardship policies and initiatives.
  f. Develop emergency and contingency plans to govern operations of the materials management system during and after natural disasters, such as earthquakes, fires, and floods.
  g. Enhance environmental education to maximize public participation in materials reduction, reuse and recovery programs and services.
• Zero Waste Principles
  a. Pursue, in priority sequence, waste reduction, reuse, recycling, composting, and landfilling, in line with highest and best use of discarded products and packaging.
  b. Reduce and mitigate landfill and other facility impacts, such as by eliminating the disposal of recyclable and organic materials at landfills, as first two parts of “Triple Zero” Agency goal.
  c. Promote the long-term behavior change needed to recover 90% of recyclable and compostable materials by 2030, through education, training, recognition, economic incentives, policy measures, monitoring, and enforcement.
  d. Support robust buy-recycled efforts and local economic development, using reused, repaired, or recycled items, where possible.

• Environmental Objectives
  a. Support demonstration projects that reduce or sequester carbon emissions.
  b. Recognize the importance of materials conservation, litter abatement, and embedded energy in developing priorities for waste reduction and recycling efforts.
  c. Eliminate greenhouse gas emissions associated with collection and transfer of materials (as third part of “Triple Zero” Agency goal), such as by using low-emission vehicle fuels and reducing the need for materials collection and transfer of materials, to help the Agency achieve net-zero emissions status.
  d. Reduce the toxicity of, and other hazards associated with, products and packaging that enter the solid waste system, and effectively manage such toxicity and hazards so that people, property, and the environment are protected.

2. Plan Use

A. Purpose

The overarching objective of this long-range plan (the “Plan”) is to provide the Board, Technical Advisory Committee (TAC) members, staff, and agency stakeholders with a primary planning and guidance document for developing key agency programs and operations, capital improvements, and policies over the five-year plan period. It is envisioned that specific projects and programs, and their associated goals and costs, will be presented for consideration during the annual budget process. Time-sensitive mandates or other critical decisions that do not sync with this process will be presented through normal Board meeting channels. Unlike monthly or annual staff reports to the Board, the Plan provides a longer-term perspective that is needed to help navigate the major changes (“drivers”) which have occurred in or to the solid waste and recycling industry in recent years.

B. Scope

This Plan is designed as an easy-to-read, handy reference for practical implementation in line with the SBWMA’s Mission Statement and Guiding Principles. The Plan focuses on the following key topics, generally at an overview level:

• Understanding of key market, economic, environmental, and legal drivers that will shape Agency policy and planning priorities;
• Identification of resulting necessary major capital investment projects and programs for collection and processing;
• Addressing approaches to the possible expiration or extension of the Shoreway operations and other contracts;
• Operational and financial risk management, to address system risks and planning.

C. Guidelines For Use of Plan

The Plan provides concise discussion and guidance regarding external factors (Key Drivers) that prompt certain actions, undergirded by central themes (Mission, Guiding Principles), with attention to major programmatic and policy areas and activities of interest (Sections). Icons are used to help the reader rapidly identify key drivers, goals, policies, anticipated costs, and other salient features (see Table 2 below), with that corresponding text marked in green adjacent to the icon(s). Key activities and programs to be pursued are also highlighted in green and called out with Action text blocks next to their corresponding icon(s).

Table 2. Icons Used in the Plan.

<table>
<thead>
<tr>
<th>Concept</th>
<th>Symbol</th>
<th>Explanation/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>![Cost Icon] (Project)</td>
<td>Projected relative cost of an activity ($: $10,000 to &lt;$100,000; $$: $100,000 to &lt;$1M; $$$:$&gt;=$1M).</td>
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<tr>
<td>GHG Emissions</td>
<td>![GHG Emissions Icon] (Project)</td>
<td>Climate change driver or projected relative emissions savings of an activity (1 to 3 of the icons indicates low, medium or high relative greenhouse gas emissions reduction, respectively).</td>
</tr>
<tr>
<td>Reduction and Reuse</td>
<td>![Reduction and Reuse Icon]</td>
<td>Activities related to waste reduction and reuse.</td>
</tr>
<tr>
<td>Recycling and Composting</td>
<td>![Recycling and Composting Icon]</td>
<td>Activities related to recycling, composting or other innovative waste management strategies (e.g. anaerobic digestion).</td>
</tr>
<tr>
<td>Policies</td>
<td>![Policies Icon] (Project)</td>
<td>Policies, as a driver and/or end goal of activities</td>
</tr>
<tr>
<td>Contracts</td>
<td>![Contracts Icon] (Project)</td>
<td>Activities related to new or revised contracts.</td>
</tr>
<tr>
<td>Collaboration</td>
<td>![Collaboration Icon] (Project)</td>
<td>Regional collaboration activities.</td>
</tr>
<tr>
<td>Education and Outreach</td>
<td>![Education and Outreach Icon] (Project)</td>
<td>Public education and outreach activities</td>
</tr>
</tbody>
</table>
3. Plan Development Process

A. Timeline

Various governing and advisory committees provided review and comment of draft themes, concepts and specific details during early stages of the Plan's development. The schedule and main results of meetings with Plan stakeholders (and draft revision dates) are summarized below in Table 3.

Table 3. Stakeholder Meetings/Involvement and Results.

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting/Activity</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 12</td>
<td>Public Education and Outreach Committee meeting</td>
<td>Input session #1: Suggested engagement/collaboration strengthening, topic headings, and other improvements</td>
</tr>
<tr>
<td>March 14</td>
<td>TAC meeting</td>
<td>Input session #2: Prioritized and edited/added to topics in Plan Outline, in-person and via survey</td>
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<tr>
<td>March 28</td>
<td>Zero Waste Committee meeting</td>
<td>Input session #3: Capital Improvement Planning, refined Mission Statement and Guiding Principles</td>
</tr>
<tr>
<td>April 11</td>
<td>Finance Committee meeting</td>
<td>Input session #4: Refined Mission Statement and Guiding Principles</td>
</tr>
<tr>
<td>April 15</td>
<td>Public Education and Outreach Committee meeting</td>
<td>Input session #5: Refined Pilot Programs and Outreach Plan sections</td>
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<tr>
<td>April 16</td>
<td>Franchised Hauler (Recology) Input Session</td>
<td>Input session #6: Refined Collection Section and other activities/focus areas</td>
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<tr>
<td>April 19</td>
<td>Contracted Processor (SBR) Input Session</td>
<td>Input session #7: Refined Processing and Operations Section and other activities/focus areas</td>
</tr>
<tr>
<td>May 9</td>
<td>TAC meeting</td>
<td>Input session #8: Discussed process, incorporating feedback, Mission Statement and Guiding Principles, and timeline to develop draft and final Plan</td>
</tr>
<tr>
<td>May 31</td>
<td>TAC and Contractors receive first draft of Plan</td>
<td>Input from all four Committees and major Contractors: processed into first draft for TAC review</td>
</tr>
<tr>
<td>June 6</td>
<td>TAC meeting</td>
<td>Input session #9: Draft Plan review and discussion</td>
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<tr>
<td>November 7</td>
<td>Board/TAC Study Session</td>
<td>Input session #10: Board's first review of Draft Plan</td>
</tr>
<tr>
<td>November 21</td>
<td>Board of Directors meeting</td>
<td>2020 Long-Range Plan Consideration: Board approval of Plan</td>
</tr>
<tr>
<td>January 1, 2020</td>
<td>Mid-Year Budget</td>
<td>Revised 2020 Long-Range Plan: Implementation Date</td>
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</table>

B. Summary Of Stakeholder Input

Various Board Committees and stakeholders provided valuable input through the many sessions as described above. TAC members, as the main conduit for understanding and representing their Member Agency Board Members’ views, provided the most frequent and detailed input through a survey on proposed Plan topics and areas of emphasis, roundtable discussions, review of the Mission Statement and Guiding Principles, and review of the draft Plan. Their interpretation and suggestions for how to proceed and operationalize the agency’s Mission and Guiding Principles helped to better define the Sections and to focus on activities within each of them.
4. Agency Action Key Drivers

A. Policies

i. International

Over the past several years, China’s National Sword and related international policies have drastically curtailed export markets for recyclable commodities generated in the United States. On March 1, 2018, China established a highly stringent standard for the amount of allowable physical contaminants in recyclable commodities. Subsequently, several other major importing countries of recyclable commodities in Southeast Asia have followed suit or have expressed intent to do so in due course. As a result, the value of exported recyclable commodities has plummeted, and in some cases, now has a negative value (i.e., exporters pay importers to receive goods). This has recently decreased SBWMA revenues from exporting recyclable commodities.

ii. State

California State Senate Bill 1383 (SB 1383) Short-Lived Climate Pollutants Act (2016) represents a comprehensive agenda that directly links waste reduction, recycling, composting, and landfilling to efforts to reduce the generation of greenhouse gases associated with disposal. This landmark legislation places responsibility on local governments or their designees for following the law’s provisions, including but not limited to:

- expanded recycling and composting collection programs and/or high-diversion materials processing facilities, to achieve 75% reduction in organics disposal from the 2014 level by 2025 (and 20% of edible food currently disposed to be recovered by that year)
- an enforcement structure with specific monetary penalties for non-compliance;
- local government procurement of recycled-content products.

SB 1383 will greatly influence local collection operations, programs and policies for the coming generation, similar to how AB939 (1989) guided the development of voluntary home composting and curbside recycling and composting collection programs during the period from 1990 to 2020. Organic materials, including food scraps and edible food, receive particular attention under SB 1383. As shown in Figure 1, organic materials comprise around 67 percent of landfilled materials in California (1a); they comprise approximately 72 percent of the in-bound franchise agreement-based tonnage received at Shoreway (1b).

Figure 1. California (1a) and SBWMA in-bound franchise tonnage (1b) organic waste breakdown by type (CalRecycle)

California Generates Approximately 20-23 Million Tons of Organic Waste Every Year

1a

1b
iii. Regional

Regional sustainability-related goals, such as energy and water conservation, pollution prevention, and litter reduction efforts stemming from stormwater requirements, are helping to inform and propel RethinkWaste’s actions. As shown in the Sections that follow, these actions include a combination of expanded efforts to reduce the emissions, energy use and other environmental impacts associated with SBWMA’s operations (collection, processing and transfer), to reduce the amount of material that needs collection and processing, to reduce the toxicity of landfilled waste, and to recover recyclable and compostable materials. That could include improving the Shoreway site beyond its current Leadership in Energy and Environmental Design (LEED) gold-level certification (see Figure 2), as described further in Section 5.D.iv. Regarding litter reduction, single-use packaging reduction ordinances have been or are anticipated to be enacted within the next five years by local and regional governments in the SBWMA service area, given how the San Francisco Regional Water Quality Control Board through the Municipal Regional Permit (MRP) 2.0 has mandated that all Bay Area jurisdictions must prevent all litter from entering their stormwater systems by 2022. In part to address those MRP conditions, local and regional ordinances are expected to target – through the imposition of fees, restrictions, bans, and required use of reusables – single-use food serviceware, including but not limited to cups, lids, straws, stirrers, cutlery, condiment packets, food containers, and bags.

Figure 2. Accepting LEED Gold certification for Shoreway (left, with Dwight Herring and Hilary Gans holding certificate), based largely on Shoreway rooftop solar installation (right).

B. Economics And Markets

The restrictive recyclable regulations initiated by China discussed above have led to higher overall standards enacted by importers of recyclable commodities, lower demand for average-quality recyclables, and lower prices. Two unrelated trends are also impacting recycling markets: 1) increased use of composite packaging, such as paper containers with plastic liners, which cannot be easily recycled at present; and 2) growing use of cardboard and other packaging that is not taken back through distribution channels for reuse or recycling by product retailers. The latter is known colloquially as “the Amazon effect”, and seen in the prevalence of brown cardboard in the bales in Figure 3. As a result, SBWMA’s processing of new materials – e.g. cardboard fines (making up large and growing portion of waste stream) instead of newspaper, a declining feedstock which the Shoreway MRF was designed in the late 2000’s to address in large part – now has to meet previously-infeasible contamination standards.
The SBWMA intends to use this significant, unexpected shift in international recycling commodity markets – which are far beyond the SBWMA’s control – as a stimulant to emphasize greater recovery of recyclable materials that enter California markets, such as food scraps, yard trimmings, and construction materials. Collectively, these materials represent a large fraction of generated solid waste within the SBWMA service area. In the spirit of risk reduction and local control, the market situation suggests the urgent need to develop or augment efforts to reduce waste and to recover products for reuse and repair. Source reduction eliminates commodity market risk completely; reuse and repair programs, like Fix-It Clinics can support a wide network of small local businesses and nonprofit organizations.

C. Climate Change And Adaptation

Given the increasing severity and awareness of climate change impacts, ranging from extreme weather events like droughts or floods to wildfires and sea level rise, actions that help the Agency mitigate and adapt to climate change have become higher priority since the development of the 2015 Long-Range Plan. SBWMA Member Agencies have been similarly affected. Most of their Climate Action Plans (CAPs, see Sources section) describe solid waste management as a major contributor to greenhouse gas (GHG) emissions. They also point to waste reduction, recycling and composting as highly beneficial ways to reduce such emissions. Indeed, such measures often offer one of the clearest pathways to reduce GHG emissions in their CAPs. Desire to reduce GHG emissions has also driven focus on recovering organics for use as soil products and renewable energy (reducing methane building up in landfills), as well as on Zero Waste Committee goals of net-zero GHG emissions status and zero recyclables and organics to landfill.

In terms of climate change adaptation, wildfires, flooding, sea level rise, excessive heat and other impacts could all adversely affect the SBWMA service area and thus Agency activities. For example, sea level rise of 3.3 feet paired with a one-in-one-hundred-year storm would inundate the Shoreway facility, i.e. the yellow square circled at bottom left of map in Figure 4 created by the San Mateo County Office of Sustainability (SMCOOS, 2018). Sea level and precipitation, storm surge and flooding could also block collection routes and site access, while excessive heat could overheat collection vehicles and MRF sorting equipment, requiring additional cooling capacity expenses and...
operations (USAID, 2012). Given the potential severity of these impacts, developing a robust Disaster Plan and considering climate resiliency has been prioritized, which comprises a major component of this Long-Range Plan (Section 5.D.ii).

D. Member Agency and Other Considerations

With the recent passage of SB 1383 and other solid waste-related state laws, Member Agencies face increased mandated demands for program compliance. This is driving the SBWMA to become even more of a technical resource and aide to Member Agencies, likely involving SB 1383-related monitoring and enforcement activities, related buy-recycled or organics tracking, regional advertising, and other compliance activities.

5. Key Sections

The following Key Sections and Section Topics are chosen in order to review the key processes and activities going from Reduction/Reuse to Collection and Processing and associated Operations. Waste Reduction/Reuse (Section 1), as the first two of the “4 R’s” (the last two being Recycle and Rot, in other words, Composting), takes precedence as the most cost/environmentally-effective of the Sections. The second and third Sections comprise traditional waste management activities, which were the primary focus of the 2015 Long-Range Plan. Finally, Operations and Management Section 4 gathers initiatives that need renewed focus for managing battery/disaster risks, Shoreway education programs, and financial planning and GHG emissions.

A. Section 1: Waste Reduction and Reuse Programs and Policies

Waste reduction encompasses a suite of approaches, including source reduction, reuse, repair, design for recyclability, and others. Waste reduction is the best way to decrease materials collection and processing costs associated with landfilling, recycling and composting. Waste reduction also has a much greater positive effect, on a per ton basis, on resource conservation, toxicity loading in landfills, and GHG emissions than recycling or composting.

Therefore, the SBWMA targets the need to reduce the per capita generation of solid waste (whether disposed, recycled, or composted). SBWMA service-area residents generated an average of 5.7 pounds of discarded materials per day in 2018. Increasing reduction and reuse can continue the trend toward and emphasis on decreasing MSW (Municipal Solid Waste) received at Shoreway, which also often correlates with decreases in the other three material types’ tonnages as shown in Figure 5.

These per-capita waste generation data provide the SBWMA insight into policy, program, education, outreach and infrastructure needs, while also offering a single State-required and clear metric by which to measure and report results on a level that is understandable for residents and businesses. Reduction Reporting results will be presented by staff to the Board annually, and changes in results over time will be highlighted in education and outreach communications. Specifically in 2020, staff will propose, for Board consideration, annual goals for reduction in per capita disposal, through 2025. Starting in 2020, staff will also submit an annual menu of options and recommendations for reduction policies and programs.
Examples such as those discussed below have emerged or are emerging in various Bay Area communities. They will be evaluated for their cost-effectiveness and environmental benefits to inform potential related policy and program initiatives during the 2020-2024 period.

i. Single-Use Foodware

Single-use foodware, ranging from plastic straws to plastic utensils, plates and takeout containers, has become a topic of advocacy, fees and bans (see Sources for links). Two path-breaking examples are from the City of Berkeley (2019) and the City of Alameda (2017). Additionally, SMC (Unincorporated) is drafting an ordinance that targets the reduction of plastic disposable food service ware generated by food facilities in unincorporated county areas. In order to promote a policy that is uniform and standardized across the entire county, the County is currently seeking to work with all 20 cities in the county, including Member Agencies, to develop this ordinance. **SBWMA will support Member Agencies, including SMC OOS, in drafting model ordinance language** similar to Berkeley’s and other communities’ based on their own objectives, and otherwise assist Member Agencies in the development and implementation of such ordinances. Upon the time of writing, SMC OOS is continuing to secure cities’ interest and requesting feedback on their draft ordinance.

ii. Packaging

An emerging challenge for which no policy response has yet been enacted in California is the vast amount of packaging (primarily cardboard and plastic) that stems from the burgeoning use of on-line delivery services, such as Amazon. With the SBWMA set to invest approximately $15M on MRF upgrades, capturing growing amounts of cardboard, often from such on-line delivery services, will still be a significant cost for the SBWMA (see recycling cart overflowing with Amazon Prime and other packaging in Figure 6). From an Extended Producer Responsibility (EPR) vantage point, such corporate behavior has placed the costs of disposal or recycling of packaging on customers and local governments. It points to the need for public policies that shift that burden from the public to the very companies that have externalized this cost, that have already demonstrated enormous skill in logistics, and that are best equipped to develop effective and efficient logistics and waste reduction efforts for their packaging. In the short-term **the SBWMA will aim to mirror or support local waste agency StopWaste’s (Alameda County) packaging waste-focused “Use Resuables” Campaign** (see Sources). In that program,
technical assistance is offered to encourage supply chains to shift from the use of cardboard and easily-breakable wooden crates to reusable totes and other structures that reduce waste. As one example, StopWaste worked with Pleasanton's EMC Corporation to swap cardboard boxes out for plastic reusable ones (at 40:1 ratio), saving nearly $300,000 per year in avoiding 80 annual tons of packaging waste, which also reduced installation time on shipments by 36% (see Figure 6b).

**Figure 6a.** Recycling bin overflowing with (Amazon) cardboard packaging.  
**Figure 6b.** EMC Corporation moving from cardboard to plastic containers (StopWaste)

### iii. Edible Food Recovery and Other Organics

Given the preponderance of food waste remaining in waste streams, increased politicizing and visibility (if not frequency) of homelessness, poverty, and need for food, and the introduction of SB 1383 mandates that require that 20% of potentially-recoverable food waste is recovered by 2025, the Agency will develop and support local programs to enable food recovery and organics diversion. That includes collaborating with partners like SMCOOS in their expanding food waste recovery and food donation program. The County has expressed interest in leading regional edible food rescue programs and documenting results in compliance with SB 1383, and the SBWMA will strengthen the support of that effort. Research into and piloting local food recovery apps will also leverage private sector capabilities to meet ambitious SB 1383 targets, which will require the SBWMA supporting the SMCOOS in their likely role in the middle of the conceptual ring of food recovery stakeholders seen in Figure 7.

That will link together all relevant parties – likely requiring ample outreach – in pursuit of maximal food recovery. Other partnerships and pilots to explore include continuing to support SMC Environmental Health’s Share Table Program to minimize school lunch food waste (see Figure 7b), and to further support composting (e.g. SMCOOS’ Home Compost Workshops) and gardens at schools and other public and community locations. Those provide places to use compost while reducing food waste, and thus food-related single-use packaging.
iv. Other Materials and Considerations

The SBWMA will seek ways to encourage reduction and reuse of Construction and Demolition (C&D) debris (seen in Figure 8) and electronics waste. For the former, the Agency could incentivize:

- preserving existing buildings instead of demolishing them;
- optimizing the size of buildings, designing them with adaptability (for future tenants) in mind;
- encouraging purchasing agreements or conditions within construction plans to prevent excess material from entering the site;
- using construction methods and materials that facilitate disassembly, deconstruction, and alternative framing techniques; and
- reducing interior finishes among other initiatives (USEPA, 2019).

Electronics reduction and reuse will be supported by lobbying and support of development of model Right to Repair and other policies and ordinances. Right to Repair refers to legislation that grants consumers the ability to repair and modify their electronic devices or other products through easy disassembly, repair and other refurbishment, in contrast to many manufacturers’ requirements to use only their repair services (otherwise warranties can be voided).
Reuse and reduction in the above and other materials (e.g., textiles) will also be achieved with targeted strategic outreach, such as by supporting pre-existing programs led by partners such as Bay Area Recycling Outreach Coalition (BayROC), the SMCOOS, etc. That will be done by further facilitating – and expanding in terms of type and frequency – community events like the following:

- SMC OOS-run Fix-It Clinics – which encourage reuse of various electronics and contraptions, as seen in Figure 9 – and Textile Reuse and Repair workshops;
- workshops focused on the 4R’s themes (particularly on the first two R’s, i.e. Reduce and Reuse); and
- contests like the Trash-to-Art school children competition (awarding prizes annually to several creative artistic dioramas and other forms of waste reuse, further described in Section 5.D.iii), and developing an Artist in Residence program to create additional Reuse-based works in and around Shoreway.

**B. Section 2: Collection Programs and Policies**

The SBWMA, through its contractor Recology, collects over 450,000 tons of MSW, recyclables, C&D debris, bulky items, and organics annually. That collection service is governed by Franchise Agreements between Recology and each of the 12 Member Agencies.

**i. Franchise Agreement Key Elements**

SBWMA exercises its franchising powers for the collection of residential and commercial trash, recyclables, and organics through 12 individually executed amended and restated Franchise Agreements (FAs) between Recology and each Member Agency. The FA term is from January 1, 2021 through December 31, 2035. Beyond regulating Recology’s core collection operations programs and their delivery of materials to Shoreway, required outreach to residential and commercial customers (conducted jointly with SBWMA), and other related activities, the FAs can, by mutual agreement, be modified as circumstances dictate through the form of FA amendments. These options will be continually reviewed and researched as necessary based on the introduction of new regulatory
mandates or Member Agency concerns. FA Amendment One is under consideration to add important bulky item and abandoned waste collection program capacity to meet growing customer demand (as seen in Figure 10a).

**Figure 10a.** Bulky items for collection, likely to be addressed by Amendment One.

![Figure 10a](image1)

**Figure 10b.** Social media graphic from Fall 2019 Single Family Dwelling Compost Campaign.

![Figure 10b](image2)

The restated and amended FAs also require that the SBWMA and Recology collaboratively develop Three-Year Public Education (PE) Plans, beginning in 2021. The current 2019-2020 PE Plan comprehensively details the strategic outreach efforts of both RethinkWaste and Recology San Mateo County to ensure that all residents and businesses are knowledgeable of and actively participating in all the franchised programs and services available to them in the service area. The current PE Plan also emphasizes the responsible handling of lithium-ion batteries and maximizing organics diversion programs such as composting (see campaign social media graphic in Figure 10b). These mandated and strategic goals are facilitated through ratepayer bill inserts, service notices, outreach collateral distribution, and community events, as well as biannual Rethinker newsletters (see part of Spring/Summer 2019 one in Figure 11a), advertisements, social media, residential, multi-family and commercial outreach, and strengthened tracking and evaluation mechanisms, along with website (see Figure 11b) and Shoreway Tour improvements. For example, the improved website now provides increased transparency and easier access to Board Meeting, Agency and Financial reports (on the Annual Reports and Budgets page), and other key public documents. This addresses previous concerns expressed in the County Grand Jury’s recent report (San Mateo County Grand Jury, 2018) and by other stakeholders.
Are You Composting Correctly?

Here are the items you can put in your green compost cart:

If you do not have compost services, contact Recology San Mateo County at (650) 595-3900, Carts@Recology.com or visit Recology.com.

KNOW YOUR HOUSEHOLD BATTERIES?

It's important to recognize these common batteries found in many of your everyday household items:

**SINGLE USE**
- Common, non-rechargeable batteries typically found in small items around the home.
- Alkaline: Basic AA, AAA, C, D, and 9-volt batteries.
- Button cell: Used in small items when long continuous service is required.
- Used in:
  - Cordless Phones
  - Flashlights
  - Greeting Cards
  - Hearing Aids
  - Remote Controls
  - Toys

**RECHARGEABLE**
- Common batteries that can be recharged and reused up to 1,000 times.
- Ni-Cad (Nickle Cadmium): Least expensive rechargeable battery.
- Ni-MH (Nickle Metal Hydride): Performs well in high-drain devices.
- SSLA/Pb (Small Sealed Lead Acid): Holds a charge for a very long time.
- Found in:
  - Cordless Power Drills
  - Security Systems
  - Vehicles

**LITHIUM PRIMARY**
- Non-rechargeable but long-lasting, these batteries react violently with water and must remain manufacturer sealed. May be marked as "lithium" or "lithium cell" batteries.
- Found in:
  - Drones
  - House Alarms
  - Pacemakers
  - Remote Car Locks
  - Watches

**LITHIUM-ION**
- Rechargeable batteries that contain lithium-ion and highly flammable electrolytes, which are vulnerable to overheating and exploding if they short-circuit or become damaged. May be marked as "lithium-ion (Li-Ion)" or "lithium polymer (Li-Po)" batteries.
- Found in:
  - Cell Phones
  - Digital Cameras
  - Laptops
  - Power Tools

Future FA-related and other outreach will target other important topic areas and cross-promote Member Agencies’ related programs. New topics will be elicited by conducting customer surveys and focus groups, which will also reveal how well outreach is reaching certain audiences and uncover motivators and barriers for services and 4R’s practices. Future focus areas in PE Plans and other outreach will center on:

- Amendment One-related topics, such as disposal and reuse of bulky items and abandoned waste, or using vouchers for such;
- Customer success profiles, for example through revamped BizSMART award program;
- The SMCOOS Green Business program, which will further drive diversion and recognize additional business “eco” champions;
- Reaching wider audiences – and folks less motivated to learn more about SBMWA through tours, perusing the website etc. – through editorials and other printed messages, or additional outreach targeted at schools;
- Communities speaking Spanish and Chinese as primary language, by providing translations of more SBWMA outreach materials into those languages, and targeted-language events;
• **SB 1383/organics diversion requirements**, to further support source separation, composting, food recovery and other related activities for MFD and commercial customers;

• Targeting high-volume commercial accounts with relatively low (or no) recycling and/or organics program participation;

• Diversion at Mixed Use Developments, which are becoming more relevant for many Member Agencies and cause issues of service sharing and disaggregation.

ii. **SB 1383: Mandatory Monitoring, Enforcement and other Oversight of Improved Recycling and Organics Collection**

The State’s final SB 1383 regulations are anticipated to be codified by the end of 2019, with a first-phase of implementation set for January 2022. These new regulations are expected to target a wide range of organic materials for diversion from landfills, including: yard trimmings, food scraps, and new organic material categories, such as edible food, wood, paper (recyclable or compostable), biosolids, and textiles. SB 1383 represents a seismic shift from a largely voluntary organics management system with some required elements, to an all-encompassing enforcement model for local governments, generators, haulers, and processors. Requirements associated with SB 1383 are numerous and far-reaching, including strong mandatory enforcement elements for every jurisdiction in California.

Key regulatory requirements are expected to include compliance and enforcement of the topics within Figure 12. The SBWMA will pursue developing an agreement with the franchised hauler, Recology, to provide expanded collection services and monitoring that are not currently covered by the FA, and will provide centralized enforcement support. The Agency is not currently set up to provide these services, and will need to coordinate with Member Agencies’ Code Enforcement officials. On behalf of the Member Agencies, the SBWMA is working closely with SMCOOS to support its edible food rescue program, with such collaboration envisioned to continue and expand in the future.

**Figure 12. SB 1383 Jurisdiction Responsibilities (CalRecycle).**

![JURISDICTION RESPONSIBILITIES](image-url)
SB 1383 will also require all Member Agencies to adopt local ordinances by January 1, 2022 that impose a specific State-determined compliance structure. Enforcement must begin by January 2024, after which CalRecycle will be able to fine non-compliant local jurisdictions up to $10,000 per day. The Agency will adopt a Mandatory Organics and Recycling Ordinance for Member Agencies’ adoption.

The draft regulations call for organics (newly defined under SB 1383) to be diverted from many more commercial businesses and apartment complexes than in prior legislation. This could translate into a near universal roll-out of a three-bin system that relies on monitored and enforced source separation by Fiscal Year 2024/25. Selecting this SB 1383 Standard Compliance pathway will be based on continuing discussions with CalRecycle staff and findings from other Agency activities, such as Organics to Energy Pilot and then potential Full-Scale project implementation and data. Major costs and programmatic needs will be estimated in detail by the end of 2019 in coordination with finalization of the regulations, and will be finalized in 2021 in accordance with the final regulations and key decisions regarding collection and processing services, monitoring, reporting, and enforcement. Initial estimates of Agency Standard Compliance pathway one time additional cost and staff needs range from $3.3-7.0M and 4-6 staff, while such annual figures could range from $4.0-9.3M (corresponding with a 4-10% increase in annual revenue requirement i.e. solid waste rates) and 6-14 staff, respectively (HF&H Consultants LLC, 2019). These major impacts could potentially be reduced by maintaining a two-bin system for MFD and other commercial customers, with that black bin waste being most cost-effectively treated by the potentially scaled-up Organics-to-Energy project. That depends on how the project can meet the SB 1383 high diversion standards and January 1, 2022 initial compliance deadline, along with permitting requirements.

iii. Alternative Fuel for Collection Vehicles

SBWMA will further meet and confer with Recology’s senior management regarding the potential use of lower GHG emissions, alternative fuels just prior to the acquisition of their collection vehicle replacement fleet that will be used in the duration of the FA term. This collaborative decision will focus on the equipment’s operational performance, the Agency’s GHG emissions reduction goals and, if Organics-to-Energy project pro forma goals are fully realized (section 5.C.ii), the use of compressed Renewable Natural Gas (RNG) generated from this program to fuel part or all of Recology’s 140+ collections vehicles (see example in Figure 13) while servicing their 120+ daily routes. Should this fueling vision be realized, a significant RNG fuel or electricity supply system capital project will be required in 2022-23 at Shoreway. That would include site improvements such as the removal of the existing diesel storage (underground tanks) and dispensing system, installation of an aboveground diesel storage, pumping and dispensing system (for SBR transfer trailer fleet still to be using diesel), electrical and/or gas connections from the RNG and/or electric fueling system to PG&E utility lines, Maintenance Shop upgrades, piping and/or wiring to fuel dispensers, and more.
If the Organics-to-Energy pilot and full-scale projects meet expectations as anticipated, RNG fuel – potentially trucked from partner agency Silicon Valley Clean Water to Shoreway – will be used rather than procuring diesel (or compressed natural gas as an interim step) at market rates based on global availability. Alternatively, at that time electric vehicle (EV) procurement may prove cost-effective and reliable enough to merit going forward with that most environmentally-friendly option. The roll-out of RNG and/or EV collection trucks will start pending the O2E Pilot conclusions in late 2020, with retrofits to the fuel island and other aforementioned equipment required prior to full roll-out. Also, the phase-in of new trucks will start by early 2020 on a pilot scale – with one truck each using RNG or electricity – to prove the concept and identify and address operational issues as they might arise, before scaling-up to a system-wide rollout of new collection trucks. SBWMA and Recology look forward to developing this partnership in the near future to pursue collective cost-effectiveness and sustainability goals, given how RNG and (renewables-based) electricity generate far lower GHG emissions than CNG and diesel.

iv. Expanding Battery Collection

Recology currently offers two ways for SBWMA residents to responsibly handle their used household batteries safely. Single-family dwelling residents can put sealed bagged batteries on top of their black carts (see Figure 14a), which are safely handled by Recology and SBR until they’re shipped to industry partners for disassembly and material recovery. MFD residents can request an orange bucket (see Figure 14b) to be placed in common spaces and property managers/owners can call Recology for pick up and swap out of full buckets. The SBWMA Board has provided clear direction to Staff and Recology to continue expanding these MFD battery collection bucket locations with a goal of 100% participation.

To increase participation in these recently-implemented programs, SBWMA will expand MFD participation and battery disposal outreach to include campaigns that cover a wide variety of outreach methods including, but not limited to, print and digital advertisements, editorials, social media, newsletter and bill insert messaging, and further focused messaging on reaching MFDs. The Agency will also continue to advocate for safe lithium-ion battery handling and regulatory enforcement, EPR,
and further installation of local used battery take-back options and locations. The current 70+
locations are well-described in SMC Environmental Health’s 2019 Final Battery Resting Place.
Ultimately, all of the above are crucial elements in the preservation of MRF worker safety and facilities,
as per Section 5.D.i.

**Figure 14a.** Orange battery collection bag placed correctly on top of black bin.  
**Figure 14b.** Orange MFD battery bucket

v. Extended Producer Responsibility Policy Support

The SBWMA has long supported EPR programs, where manufacturers take responsibility for the end-of-life management of problematic products and packaging that shifts costs away from local operators and governments. SBWMA will continue to support efforts to improve existing EPR regulations, including successful campaigns for mattresses, carpet, paint and medicines/sharps, as well as support new EPR efforts for products, including, but not limited to, batteries, solar panels and fluorescent lights.

Specifically, the SBWMA will leverage the strategic work of its legislative and regulatory lobbyist. This effort also includes supporting provisions that make EPR laws effective to include minimum collection rates, progressively increasing collection targets and local preemption clauses. The SBWMA will continue to support partner groups like the California Product Stewardship Council (CPSC), California Resource Recovery Association (CRRA), Solid Waste Association of North America (SWANA) CA Legislative Task Force, and Californians Against Waste (CAW) at the State level. EPR initiatives will also continue to comprise a large portion of the SBWMA’s Legislative and Regulatory Platform, which for 2019-20 identifies 12 priority areas of legislative importance.

vi. Collection Pilot Projects

The Agency will continue to identify, research, plan, pilot and scale-up initiatives that enhance collection efficiency and diversion program options such as the 2018-19 In-Schools and Public Spaces Pilots. In 2018-19, nine schools in Redwood City were provided with internal recycling/composting bins, student/staff training and technical support (see Figure 15), and environmental education to drive participation and diversion. Data and metrics collected throughout the program roll-out process demonstrated success, as seen in Figure 15. In May 2019, the Board directed the further scale-up of the program to all jurisdictions.
Similarly, the 2018-19 Public Spaces Pilot in two park/downtown areas in the cities of Redwood City and San Carlos proved successful. Bins and signage were added and improved (see Figure 16) and resulting public participation, diversion, contamination and operational impacts and costs were assessed, showing comprehensive text/image-heavy messaging is preferable to simple messaging (showing increase in proper sorting percentage within compost and recycling from 51-59% for simple messaging to 65-75% for comprehensive messaging, respectively). In May 2019, the Board also directed the cost-effective scale-up of public spaces bin/messaging, pending collaboration with Recology.

**Figure 15.** Advising students on sorting at Hoover Community School, Redwood City (left) and In-Schools Pilot data from September 2018 to April 2019 (right).

**Figure 16.** Improved bins and signage at Burton Park in San Carlos.

**Figure 17.** Tours extension presentation, Arundel Elementary, San Carlos
The In-Schools scale-up will require close coordination with partner organizations Recology, SMC’s OOS and Departments of Environmental Health and Education. Collaboration topics will include curriculum development, participating in the Share Table program, and offering assistance with (and compost for) school gardens and worm composting and regular recognition of Green Champions (students/groups excelling within their school’s program). Such activities will also be coordinated with the SBWMA’s Tours program extension into more service area schools (see Figure 17). In 2018 that saw the Agency host 29 classroom presentations and assemblies, reaching an additional 1,168 students at seven schools. The environmental curriculum focused on the 4R’s and instruction about correct waste sorting habits and product purchasing decision-making.

C. Section 3: Processing and Transfer Programs and Policies

The Shoreway MRF sorts and processes around 80,000 tons of recyclable materials annually. MSW, recyclables and organics are sorted and transferred to a landfill, organics and C&D debris recovery, and recyclable wholesalers in and around the Bay and California.

i. Upgrading Shoreway Recycling Facilities

In response to the need to improve fiber commodity quality to ensure market outlets and to capture batteries entering the MRF sort lines, SBWMA, SBR and Bulk Handling Systems, Inc. (BHS) staff will design and install advanced automation MRF sorting equipment and processes (see Figure 18) to improve material quality. To this end, two phases of projects (as listed below) with compelling financial, commodity market, and operational benefits have already been or will likely be approved by the Board for installation over the next several years iteratively. That way, improvements in commodity quality can be factored into the next phase’s design.

1) **Phase I: Container-Fiber Optical Sort, Enhanced Glass Cleanup System, and In-Feed Metering Bin.**

Optical sorting of small fiber (with the two units in red shown at bottom left of the schematic in Figure 18) will sort more contamination (cardboard and containers) out of mixed paper to capture higher commodity revenues and clean Mixed paper to higher-value High-Grade paper standards. The Enhanced Glass Cleanup System will remove glass system contaminants like batteries (limiting their fire risk) and increase commodity capture revenue through a combination of magnets, screening and air jets. These improvements were approved by the Board in September 2019, with completion set for mid-2020.

2) **Phase II: Sort System Upgrades.** These proposed upgrades, potentially including the Max AI robotic sorting system with advanced recognition and AI technology deferred from Phase I and the 3 optical sorters shown in red at top right of Figure 18, will further transition the MRF to high-speed optical sorting technology from manual sorting. This can further help remove contamination (i.e., materials that can be isolated and sold at a premium) and meet new paper quality standards.

Overall, these 2 phases of MRF sorting improvements can reconfigure the system to look like that in Figure 18’s graphic, changing it from current configuration which has only one optical sorter (red box) upstream of the container line. These innovative and crucial projects, along with others for underground storage tank removal, collection truck alternative fuel station installation, stormwater treatment infrastructure, and other topics, will be funded by the issuance of 2019A Bonds and the use of Agency capital reserves (labeled B and CR, respectively in Figure 19).
ii. Expanding Organics-to-Energy Processing

In 2018-19, the Board approved pilot implementation of the Anaergia organics extrusion (OREX) system, which will turn source separated organics and black bin MSW liquid and organic waste into slurry for biodigestion. As a $5M project, it is funded by a $3M Recology SF-originated CalRecycle grant for OREX purchase and SMCOOS $1M grant. It is complemented by SBWMA purchase of the downstream polishing equipment to remove grit, glass, and other contaminants prior to washing and preparation of the resulting slurry for further treatment at local wastewater treatment plants (WWTPs). The pilot phase will process around 50 tons of source-separated organics that are currently sent to a composting facility along with 25 tons of black-bin trash daily. The processing compresses waste into an organics-rich wet fraction with minimal contaminants (see output at right in Figure 20) and dry reject. The former slurry will be trucked to and anaerobically digested at nearby Silicon Valley Clean Water (SVCW) and other local WWTPs (and potentially composting facilities) into solid sludge residuals and methane for RNG or electricity production.
The 6-12 months pilot phase will provide data to demonstrate the **projected benefits of reduced hauling costs and GHG emissions** relative to current composting-only of organics. Other benefits include reducing organics transportation and composting costs and potentially providing fuel for green power for a local WWTP to potentially save ratepayers electricity costs. Assuming positive results, the pilot will then be scaled up to recover more organics and produce more green electricity and/or RNG from 800 or more tons per day of trash, yielding 200 tons per day of biosolids starting around 2023 (see Figure 19).

### iii. Shoreway Operations Agreement

The Shoreway Operations Agreement with SBR, which processes SBWMA materials within the Shoreway MRF and Transfer Station (Figure 21a) and transports them for disposal and recyclables processing, was extended in 2019 at the SBWMA’s discretion through 2023. **Well before that 2023 expiration, the Agency will start preparing to put forth an RFP for this essential contract.** The planning will center on initiatives aligned with the Board’s goals in which SBR or the future contractor could add value to the existing and future contracts, for example through pursuing energy efficiency and emissions reduction measures like rolling stock overhaul and **alternative fuels for transfer fleet conversion** (e.g. biodiesel or Bio-CNG). Elements that require special focus in that consideration are:

- operation of the potential full scale Organics-to-Energy project;
- permits (e.g. for stormwater MRP compliance) if site features are altered;
- risk mitigation associated with shifting and diminishing markets for plastic and fiber recyclables;
- redundancy agreements with secondary contractors for essential services in cases of emergency.

**Figure 21a. SBR operations at MRF and Transfer Station.**

**Figure 21b. Ox Mountain Landfill.**
iv. Landfill Disposal Contract

In 2019, the contract with Republic for disposal at Ox Mountain Landfill (See Figure 21b) in Half Moon Bay was extended given its best overall value, based in large part on close proximity of the Ox Mountain Landfill site, entailing less truck miles and thus GHG emissions. In total, the extended contract carries a net present value cost of roughly $14.8M per year for the SBWMA. Negotiations brought options that will be further considered, including leasing at low/no-cost up to 3 acres on-site for SBR transfer vehicle storage and accepting other material types.

v. Engaging with Regional Facilities: Wastewater Treatment Plants, Construction & Demolition Operations, and Composting Facilities

The SBWMA has a variety of contracts with other businesses to manage MSW, green waste (see Figure 22a), and other wastes, summarized in Table 4. Given escalating costs for C&D debris (see Figure 22b) and organics waste processing facilities – particularly around the Bay, and with SB 1383 driving increased demand for organics treatment – the Agency will continue to research all related contracts and potential alternative service providers, to facilitate securing cost-effective materials management capacity early.

Figure 22a. Green Waste and MSW at Transfer Station.

Figure 22b. Zanker Road Resource Management C&D Debris Facility, with SBR red big rigs leaving the site in background.
Table 4. Agency Contracts’ Details and Status/Future Plans.

<table>
<thead>
<tr>
<th>Contract</th>
<th>Company/Agency</th>
<th>Expiration</th>
<th>Cost/Yr</th>
<th>Status/Future Plans</th>
</tr>
</thead>
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<tr>
<td>Collection Franchise Agreements</td>
<td>Recology (with Member Agencies)</td>
<td>December 31, 2035</td>
<td>$64M</td>
<td>Amendments besides One may be required for SB 1383 monitoring, other policy/market-driven needs</td>
</tr>
<tr>
<td>Shoreway Operations Agreement</td>
<td>South Bay Recycling</td>
<td>December 31, 2023</td>
<td>$21M</td>
<td>Starting in 2022, will need to issue RFP/to prepare for new contract(or)</td>
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<tr>
<td>San Carlos Franchise Agreement</td>
<td>City of San Carlos</td>
<td>Tied with Shoreway’s Conditional Use Permit</td>
<td>$2M</td>
<td>No action necessary</td>
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<tr>
<td>Shoreway License Agreement</td>
<td>Recology</td>
<td>December 31, 2035</td>
<td>$0M</td>
<td>Runs concurrently with Collection Franchise Agreements</td>
</tr>
<tr>
<td>Disposal Agreement (Ox Mountain)</td>
<td>Republic</td>
<td>December 31, 2029</td>
<td>$15M</td>
<td>Possible extensions through December 31, 2035</td>
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<tr>
<td>Organic Slurry Processing</td>
<td>SVCW and other WWTPs</td>
<td>TBD</td>
<td>TBD</td>
<td>MOU/agreement set up like tipping fee to be expanded with potential scale-up, based on pro-forma</td>
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<tr>
<td>Organics Processing</td>
<td>BFI Newby Island</td>
<td>December 31, 2022</td>
<td>$4M</td>
<td>Two 1-year agreement extensions possible through 2024</td>
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<tr>
<td>Organics Processing</td>
<td>Recology-Blossom Valley Organics</td>
<td>December 31, 2020</td>
<td>$3M</td>
<td>RFP for new contract to be initiated in early 2020</td>
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<tr>
<td>C&amp;D Debris Processing</td>
<td>Zanker Road Resource Management</td>
<td>January 31, 2020</td>
<td>$4M</td>
<td>Beyond extensions likely to be taken through 2022, will need to issue RFP/new contract</td>
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</tbody>
</table>

D. Section 4: Operations and Management Programs and Policies

i. Managing Battery Fire Risk

The Shoreway MRF fire in 2016, believed to be due to a lithium-ion battery, shut down the MRF for 3 months – bringing $8.5M in restoration costs and new insurance policy challenges. This drove the SBMWA to step up fire suppression measures and protocols to address the dangers from lithium-ion and other batteries, propane tanks and other flammable materials delivered to the MRF. The former in particular are an increasing threat due to the proliferation of rechargeable lithium batteries across many markets. Also, batteries’ small size, misleading labeling and thus public misunderstanding of their (limited) recyclability further facilitate their improper disposal into the blue bins, with improperly-disposed batteries accounting for about 22% of the total of around 620,000 per year collected by SBWMA. In particular, lithium batteries (at 10% of that total and growing) constitute an increasing fire threat to the MRF despite strengthened outreach efforts.
In addition to mitigating battery fire risk at the program level through improved collection and customer education (see bill insert letter sent out in 2018 in Figure 23) and policy level through EPR (such as 2019-introduced AB 1509 for Lithium Battery Stewardship) and expanding industry programs like Call2Recycle, the Agency will continue to implement and further study facility level improvements such as structural and operational enhancements to “harden” the MRF. The former will possibly include piloting a remote fire detection and monitoring system to supplement the additional fire sprinkler, hose, and extinguisher capacity recently added (see Figure 24), while the latter will include building on the Fire Hazard Mitigation Plan, training, and material removal/housekeeping measures strengthened or implemented following the 2016 fire. Overall, the Agency will continue to bolster the safety infrastructure and culture necessary to minimize fire risk, ultimately protecting Shoreway worker lives as well as SBWMA rate-payers against major financial losses from fires and increasingly costly insurance coverage.

**Figure 23.** SBWMA Bill Insert for Battery and Cell Phone Recycling.

**Figure 24.** Enhanced Fire Suppression Measures at Shoreway.
ii. Disaster and Resiliency Planning

To better prepare for emergency scenarios, for example an earthquake, flood, or fire similar to the 2016 likely battery-induced one, the SBWMA will prioritize developing, implementing and seeking training regarding Emergency Planning in collaboration with Shoreway Operator (currently SBR) and local partners by 2020. Those partners can include SMC Office of Emergency Services (host of the County’s Emergency Operations Center), City/SMC Association of Governments, SMCOOS and the SMC Flood and Sea Level Rise Resiliency Agency on this critically important regional issue. SBWMA will seek grant funding to support activities. This will all involve working with the major collection, processing and disposal contractors to understand and plan for what happens when Shoreway or their off-site equipment and facilities are rendered unusable or inaccessible.

Longer-term, in line with predictions for at least several feet of sea level rise over the remainder of this century, the Agency will plan for and mitigate that hazard and others related to climate resiliency, such as extreme heat and short-term flooding by collaborating with researchers and partners like SMCOOS and the aforementioned Resiliency Agency. Their 2018 Sea Level Rise Vulnerability Assessment showed that Shoreway facilities may be subjected to inundation with 3.3 feet of sea level rise and precipitation from a 100-year storm (see Figure 4 in Section 4.c). This could underscore the need for a Shoreway-specific Vulnerability Assessment to be led by an outside expert/firm.

iii. Environmental Education Center Activities

At the LEED Gold-certified Shoreway Environmental Education Center, the Agency will continue to host regular tours for schoolchildren and public groups alike, having educated almost 40,000 visitors since 2011 on waste reduction and recycling (Figure 25). Given changes in policy/market drivers, MRF equipment and other aspects, messaging will be refined and targeted to under-served schools and other constituencies in Member Agencies’ jurisdictions. These shifts will also drive the further evolution of RethinkWaste community events and activities, such as Fix-It Clinics, Earth Day at Shoreway and Rethink Recycling Day (Figure 26), and the Trash-to-Art and Poster Contests (Figure 27). For all Tours and activities, the Agency will improve systems for collecting feedback (e.g. through reinstituting post-tour surveys) that will strengthen the Agency’s ability to harness participants’ suggestions and passion. Education space and facility needs will be re-evaluated, especially the need for new outdoor tour-initiation space as the current space is converted to the Organics-to-Energy project slurry vats.

Figure 25. MRF/Transfer Station Tour.
iv. Facilities: Additional Topics

The SBWMA will continue to study potential Shoreway projects that have been proposed in the past and/or contribute to the Agency’s Principles and Objectives, particularly those related to cost effectiveness and limiting recyclables sent to landfill and agency-wide GHG emissions. Initiatives will include scoping for site improvements or pilot programs such as:

- leasing additional land for pilot program expansion, and general operational needs including coordinating with partners like the County (which holds land surrounding Shoreway and across Holly Street by the San Carlos Airport) and private owners of nearby parcels like parking sections, or Landfill Disposal Contractor Republic Services;
- implementing a Resource Recovery Park for self-haul/other material reuse (similar to the long-established Monterey Regional Waste Management District’s Last Chance Mercantile store), perhaps in collaboration with local Goodwill, or St. Vincent de Paul;
- researching materials’ processing ventures, such as plastics processing pilots; and
• pursuing GHG emissions reduction measures such as energy efficiency, peak shaving battery installation (to lower peak demand and thus electricity bill at the times with highest unit charge), re-powering rooftop solar or adding more capacity to further power Shoreway operations such as on the Recology administrative and shop buildings.

Regarding such reduction measures, the SBWMA will continue conducting GHG emissions inventories (such as those previously reported to and registered with The Climate Registry). These typically capture Scope 1 emissions (direct, from mobile combustion via Recology’s 140+ collection trucks, SBR’s 23 big rig trucks, stationary combustion of natural gas and other fuel used at the Shoreway MRF and Transfer Station, and fugitive emissions from refrigerant and other systems) and Scope 2 emissions (indirect, from imported electricity and heat). The Scope 1 and Scope 2 combined Emissions Inventory for the Agency’s activities at Shoreway can be seen in Figure 28 (for 2017).

Beyond starting to update and publish the inventory results annually, the Agency will develop life-cycle analyses using the US Environmental Protection Agency’s open source Waste Reduction Model (WARM) tool. That tool estimates the emissions produced from creating, using and disposing of relevant materials types based on Agency waste management processes. By cataloging and publishing these emissions and WARM analyses more in-depth, the Agency can further prioritize emissions-reducing measures (especially on the primarily transportation-based emissions as seen in Figure 28) for Shoreway and other activities as per Member Agency and Board/Committee goals. One example of such a measure recently achieved is the Agency’s opting-up from Peninsula Clean Energy’s Eco-Plus majority-renewable energy generation option to their Eco-100 completely renewable, carbon-free electricity generation option. Paying the additional tens of thousands of dollars annually for the $.01 per kWh cost premium was deemed worthwhile considering how this reduces the Scope 2 slice of the 2017 GHG emissions pie in Figure 28 (which assumed PG&E far less-renewable generation) by up to 90-95%, as natural gas will still be used for heating.

**Figure 28. Agency Greenhouse Gas Emissions (in Metric Tons of Carbon Dioxide-Equivalents, 2017)**

- **44** Scope 1 – Recology and SBR Combustion/Fugitive
- **496** Scope 2 – Recology and SBR Electricity/Heating Gas
- **3015** Scope 1 – SBR Transportation
- **7625** Scope 1 – Recology Transportation

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SBWMA BOD/TAC STUDY SESSION PACKET 11/07/2019
AGENDA ITEM: 5 ATTACHMENT A - p34
FULL PACKET PAGE 55 of 103
v. Financial Management

The SBWMA continuously plans for capital and operational project/program implementation and resource needs, in order to best understand and minimize future impacts to rate-payers. The Agency will present and annually update five year financial plans (for example Figure 29’s table will be updated for 2020-24 in 2020) beyond the major project implementation budget plan table shown in section 5.C.i, to cover all revenues and expenses. This helps depict the fullest picture possible how financial tools like rate structures and contract mechanisms can incentivize better performance in recycling, materials management etc. In particular, the Agency will study how residential and commercial rate structures can be crafted to motivate increasing reduction, reuse, recycling and composting.

**Figure 29.** Five-year financial projection table (2019 Bond Offering Preliminary Official Statement Summary).

<table>
<thead>
<tr>
<th>TABLE 8</th>
<th>SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY</th>
<th>PROJECTED REVENUES, EXPENSES AND DEBT SERVICE COVERAGE (Calendar Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2020</td>
</tr>
<tr>
<td>Operating Revenue</td>
<td>Tip Fee Revenue</td>
<td>$48,945,467</td>
</tr>
<tr>
<td></td>
<td>Sales of Recyclable Materials</td>
<td>5,995,336</td>
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<tr>
<td></td>
<td>Interest Income</td>
<td>266,036</td>
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<td></td>
<td>Other Revenue</td>
<td>-</td>
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<td></td>
<td>Transfer from Rate Stabilization Fund</td>
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<td></td>
<td>Total Operating Revenue</td>
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<td>Operating Expenses</td>
<td>Shoreway Operations</td>
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<td></td>
<td>MSW Disposal</td>
<td>9,083,761</td>
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<tr>
<td></td>
<td>Authority Program Administration</td>
<td>3,131,956</td>
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<td></td>
<td>Total Operating Expenses</td>
<td>$45,864,604</td>
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<td></td>
<td>Total Net Revenues</td>
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<td></td>
<td>Debt Service</td>
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<td></td>
<td>Debt Service Coverage</td>
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<tr>
<td></td>
<td>Ending Unreserved Fund Balance</td>
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</table>
6. Acknowledgements

Several organizations and individuals deserve acknowledgement for their roles in Plan preparation. Table 5 identifies members of the Agency Board of Directors (who are elected officials who represent their respective jurisdictions), Technical Advisory Committee (TAC) and other committees, which are comprised of representatives of the SBWMA Joint Powers Authority’s 12 Member Agencies.

**Table 5. Board of Directors, Technical Advisory Committee and other (Sub)Committee members.**

<table>
<thead>
<tr>
<th>Member Agency</th>
<th>Board of Directors Member</th>
<th>Technical Advisory Committee Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atherton</td>
<td>Bill Widmer, Mayor (F)(Z)</td>
<td>George Rodericks, City Manager</td>
</tr>
<tr>
<td>Belmont</td>
<td>Davina Hurt, Mayor (P)(Z)</td>
<td>Afshin Oskoui*, Chair and City Manager</td>
</tr>
<tr>
<td>Burlingame</td>
<td>Michael Brownrigg, Council Member (F)(Z)</td>
<td>Carol Augustine, Finance Director (F)</td>
</tr>
<tr>
<td>East Palo Alto</td>
<td>Ruben Abrica, Council Member</td>
<td>Michelle Daher, Environmental Programs Management Analyst</td>
</tr>
<tr>
<td>Foster City</td>
<td>Herb Perez, Vice Mayor</td>
<td>Andra Lorenz, Senior Management Analyst</td>
</tr>
<tr>
<td>Hillsborough</td>
<td>Jay Benton, Chair and Council Member (E)(L)</td>
<td>Jan Cooke, Finance Director</td>
</tr>
<tr>
<td>Menlo Park</td>
<td>Catherine Carlton, Council Member</td>
<td>Rebecca Lucky, Sustainability Manager</td>
</tr>
<tr>
<td>Redwood City</td>
<td>Alicia Aguirre, Vice Chair and Council Member (E)(L)</td>
<td>Terence Kyaw, Public Works Director</td>
</tr>
<tr>
<td>San Carlos</td>
<td>Adam Rak, Council Member</td>
<td>Steven Machida, Public Works Director</td>
</tr>
<tr>
<td>San Mateo</td>
<td>Rick Bonilla, Council Member (Z)</td>
<td>Roxanne Murray**, Vice Chair and Solid Waste/ Recycling Programs Coordinator (P)</td>
</tr>
<tr>
<td>Unincorporated San Mateo County</td>
<td>Carole Groom, President of the Board of Supervisors</td>
<td>Danielle Lee, Deputy Director Office of Sustainability; Gordon Tong, Resource Conservation Manager (Alternate) (P)</td>
</tr>
<tr>
<td>West Bay Sanitary District</td>
<td>Fran Dehn, President</td>
<td>Sergio Ramirez, Maintenance Superintendent</td>
</tr>
</tbody>
</table>

Committees: Executive Committee (E), Legislative/Regulatory Committee (L), Finance Committee (F), Zero Waste (previously Zero Landfill) Committee (Z), and Public Education/Outreach Subcommittee (P), with * indicating Chair of Committee and ** indicating Vice-Chair.

In addition, the contributions of the following contractors and staff must be acknowledged:

- SBWMA’s major service contractors, **Recology San Mateo County (Recology)** and **South Bay Recycling (SBR)**, and their senior staff representatives: Recology: Mike Kelly, Tammy Del Bene, Anthony Crescenti, Jeannette Haskell, and Gino Gasparini; and SBR: Daniel Domonske and Dwight Herring.
- SBWMA management and staff, operations, finance, and programs managers: **Joe LaMariana**, Hilary Gans, John Mangini, Grant Ligon, Julia Au, Emi Hashizume, and Cyndi Urman.
- SBWMA’s Long-Range Plan consultant: **Steven Sherman Consulting**.
- SBWMA’s Long Range Plan designer, **John Verducci** (at Studio Em Graphic Design).
7. List Of Key Sources Of Information

A. SBWMA Sources

Key SBWMA information, Board Meeting Agenda Packets and minutes, and other materials can be found at the Agency website https://www.rethinkwaste.org/.

B. State of California and Regional Sources

https://www.calrecycle.ca.gov/recycle/commercial.
https://www.calrecycle.ca.gov/recycle/commercial/organics.
City of Alameda (2017). Straw Free (and Disposal Food Service Ware Reduction) Initiative.

C. Additional Sources

SBWMA’S PROPOSED
2020 LONG RANGE PLAN
(2020-2024)
DRAFT REVIEW

BOD/TAC STUDY SESSION
November 7th, 2019
Process Update

• **Main Long Range Plan changes:**
  
  • Cleaner graphics
  
  • Revised Mission Statement; Principles & Objectives
  
  • Expanded Sections beyond Collection/Processing
  
  • Details condensed to summary/projections

• **Stakeholder Feedback=**
  
  Refined focus areas/doc.
Major Feedback/Revisions

- **Mission Statement/Guiding Principles:**
  - see before/after changes (see printout)

- **Mission Statement/Principles and Objectives-Major changes:**
  - (+) more on Zero Waste (previously LF) Committee two goals:
    - (0 Recyclables to Landfill; 0 net GHGs)
    - Zero Waste = 90% diversion by 2030
  - (-) less on economics/rates, related incentives, program access

- **Major TAC survey feedback on:**
  - (+) more focus on waste reduction/reuse overview
    - SB 1383 requirements, and financial management
  - (-) less focus on Schools/Public Spaces pilots
    - Facilities additional topics

- **Feedback welcome?**
## LRP Input/Approval Timeline

<table>
<thead>
<tr>
<th>Key Date</th>
<th>Input Meeting/Activity</th>
<th>Stakeholders and Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 12</td>
<td>Pub Educ/Outreach Committee mtg</td>
<td>Input session #1: Suggested engagement/collaboration strengthening, topic headings, and other improvements</td>
</tr>
<tr>
<td>March 14</td>
<td>TAC mtg</td>
<td>Input session #2: TAC, Recology, SBR. Prioritized and edited/added to topics in Plan Outline, in-person and via survey</td>
</tr>
<tr>
<td>March 28</td>
<td>Zero Waste Committee mtg</td>
<td>Input session #3: Capital Improvement Planning, refined Mission Statement and Principles and Objectives</td>
</tr>
<tr>
<td>April 11</td>
<td>Finance Committee mtg</td>
<td>Input session #4: Refined Mission Statement and Principles and Objectives</td>
</tr>
<tr>
<td>April 15</td>
<td>Pub Educ/Outreach Committee mtg</td>
<td>Input session #5: Refined Pilot Programs, Outreach Plan focus areas</td>
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<tr>
<td>April 16</td>
<td>Recology Input Session</td>
<td>Input session #6: Refined Collection Realm and other activities/focus areas</td>
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<tr>
<td>April 19</td>
<td>SBR Input Session</td>
<td>Input session #7: Refined Processing and Operations Sections and other activities/focus areas</td>
</tr>
<tr>
<td>May 9</td>
<td>TAC mtg</td>
<td>Input session #8: TAC, Recology, SBR. Discuss process, feedback, Mission Statement and Principles and Object., and timeline for Draft</td>
</tr>
<tr>
<td>May 22</td>
<td>TAC/contractors receive first draft of Plan</td>
<td>Input from all four Committees and major Contractors: processed into first draft for TAC review</td>
</tr>
<tr>
<td>May 31</td>
<td>TAC/contractors’ feedback due</td>
<td>Input to be processed for refining Draft for Board/other review: all level of detail/comments encouraged</td>
</tr>
<tr>
<td>June 6</td>
<td>TAC mtg</td>
<td>Input session #9: Draft plan review and discussion</td>
</tr>
<tr>
<td>November 7</td>
<td>Board/TAC Study Session</td>
<td>Input session #10: Board’s first review of Draft Plan (Study session format)</td>
</tr>
<tr>
<td>November 21</td>
<td>Board mtg</td>
<td>2020 Long-Range Plan Consideration: Board Approval of Plan</td>
</tr>
<tr>
<td>January 1, 2020</td>
<td>Mid-Year Budget</td>
<td>Revised 2020 Long-Range Plan: Implementation Date</td>
</tr>
</tbody>
</table>
STUDY SESSION

Presentation and Discussion on SB1383 Compliance Planning

Agenda Item 6
### STAFF REPORT

**To:** SBWMA Board and TAC Members  
**From:** Julia Au, Outreach and Communications Manager  
**Date:** November 7, 2019 Board of Directors/Technical Advisory Committee Joint Study Session  
**Subject:** SB 1383 Compliance Planning Update

**Recommendation**
This staff report is for discussion purposes only and no formal action is requested of the Board of Directors.

**Summary**
In September 2016, SB 1383 (Lara, Chapter 395, Statutes of 2016) established State-wide methane emissions reduction targets in an effort to reduce emissions of short-lived climate pollutants in various sectors of California’s economy. It includes State-wide goals to reduce the disposal of organic waste and recover edible food for human consumption. To accomplish these State-wide goals, SB 1383 regulations, which are in draft form and anticipated to be finalized in early 2020, include prescriptive requirements for jurisdictions related to recycling and organics collection, inspection, and enforcement policies and programs and edible food recovery. The SBWMA and its Member Agencies will need to comply with nearly all of these requirements by January 1, 2022 with the most significant exception that enforcement actions do not need to commence until January 1, 2024.

The purpose of this report is to provide the Board with an update on the SBWMA's SB 1383 compliance planning efforts, present preliminary compliance plans, and seek input on key considerations. In June 2019, SBWMA initiated efforts to develop an Action Plan for SB 1383 compliance. It engaged HF&H Consultants, LLC (HF&H) to identify compliance gaps, consider compliance options, and prepare a Compliance Plan and planning-level cost estimate. In the September 27, 2019 Executive Director's report to the Board of Directors, a brief update on the planning effort was included; however, no presentation or discussion with the Board has occurred yet. The study session will provide an opportunity: (i) for HF&H to present the preliminary plan; and, (ii) for the Board and TAC members to learn what is required to comply with SB 1383, to provide input on critical elements of the preliminary plan, and to ask questions.

The State's SB1383 enforcement agency, CalRecycle, is anticipated to issue its final set of implementation and enforcement regulations within the two months. Based on this timeline, a final SB1383 Action Plan will be presented for Board consideration at the January Board meeting.

**Analysis**
The SBWMA has a robust set of collection programs and policies in place; however, **SB 1383 will require a significant effort by the SBWMA and to some extent the Member Agencies to expand current programs, adopt new policies, and implement of new programs to achieve SB 1383 compliance.** The attached SB 1383 Informational Report highlights the key SB 1383 compliance areas and the anticipated policy and program changes for the SBWMA, reflecting HF&H’s preliminary analysis. It also presents the timeline for the preparation of the SB 1383 Compliance Plan, ending with presentation of the final plan to the Board in March 2020.
HF&H has identified the following three key topics for which it is seeking input from the Board and TAC members:

- **Collection and processing approach.** Under SB 1383, jurisdictions must provide organics collection and processing programs that meet specific requirements prescribed by SB 1383. SB 1383 identifies several different pathways for compliance. HF&H will solicit input on collection and processing options for the SBWMA, including discussion of how the Organics-to-Energy (O2E) project fits into the options.

- **Enforcement options.** Commencing January 1, 2024, SB 1383 requires that jurisdictions take enforcement actions against non-compliant entities non such as customers, self-haulers, and food recovery organizations/services. Enforcement responsibilities can be handled by each Member Agency or delegated to the SBWMA, and to some extent to the County. Input on these options will be solicited.

- **Extent of Regional Efforts.** While jurisdictions are ultimately responsible for compliance with SB 1383, SB 1383 allows jurisdictions to delegate responsibilities to public or private entity(ies) with the exception that the authority to impose civil penalties can only be delegated to public agency. The preliminary compliance plan anticipates that Member Agencies will delegate certain responsibilities to the SBWMA. The extent of this regional effort in terms of Member Agencies’ delegation of responsibilities to the SBWMA and/or engagement with and delegation of certain responsibilities to the County will be explored.

**Attachments:**
- Attachment A - SB 1383 Informational Report, prepared by HF&H
- Attachment B – Presentation on Preliminary SB1383 Compliance Plan
SB 1383 OVERVIEW

In September 2016, Governor Brown signed into law SB 1383 (Lara, Chapter 395, Statutes of 2016), establishing methane emissions reduction targets in a State-wide effort to reduce emissions of short-lived climate pollutants in various sectors of California’s economy. As it pertains to organic waste, SB 1383 establishes the following targets:

- **75%** Reduction in State-wide disposal of organic waste by 2025.
- **20%** Recovery of edible food currently disposed for human consumption by 2025.

SUMMARY OF ANTICIPATED SBWMA POLICY AND PROGRAM CHANGES

**Ordinances and Policy Changes.** SB 1383 requires the implementation and/or amendment of several ordinances and policies by jurisdictions including, but not limited to: a mandatory residential and commercial organics service ordinance, an enforcement ordinance, a CALGreen C&D ordinance, a Model Water Efficient Landscaping Ordinance (MWELO), and procurement policies aligned with the State’s Public Resources Code. SB 1383 also identifies several policies that jurisdictions may not adopt because such policies would impede organics disposal reduction. To address this requirement, SBWMA anticipates development of model ordinances and procurement policies and support of Member Agencies in their adoption of the ordinances and policies. It is also anticipated that Member Agencies, which are not currently in compliance with CALGreen and MWELO, will take on adoption of those ordinances and policies.

**Organics Collection and Processing.** SB 1383’s standard-compliance approach requires jurisdictions to provide recyclables, organics, and solid waste collection services for all generators (subject to limited waivers and self-hauling). To comply, SBWMA will need to expand its recyclables and organics collection program to reach all generators, including provision of organics service to nearly 75% of multi-family and commercial customers (8,000 accounts) that currently do not have organics service. Recology will need to deliver organics and recycling containers to these generators and provide on-going collection service to these customers; and, SBR will handle more recyclables and organics and less solid waste. SB 1383 allows for alternative approaches to expanding collection services to all generators, including approaches that may incorporate the Organics-to-Energy (O2E) project at the Shoreway Facility. These options will be explored as part of the compliance planning process.

**Self-Haul Program.** SB 1383 requires self-haulers to manage their organics so materials are processed at an appropriate facility. Jurisdictions are required to verify self-hauler compliance. To facilitate the tracking of approved self-haulers, SBWMA will explore the option of procuring a software system and provide on-going staffing for maintaining the self-haul database and tracking self-hauler compliance with SB 1383.
Edible Food Recovery. SB 1383 requires that jurisdictions educate edible food generators, increase access to edible food recovery organizations and services, monitor edible food generator compliance, and potentially increase edible food recovery capacity. It is anticipated that SBWMA’s role in edible food recovery will be primarily focused on education and coordination of roles and responsibilities with the County, as well as on-going maintenance of an accurate list of commercial edible food generators. The County of San Mateo is actively engaged in food recovery efforts and plans to grow the food recovery capacity County-wide to support the SBWMA, Member Agencies, and other jurisdictions in the County.

Education & Outreach. SB 1383 has specific education requirements for jurisdictions. It is anticipated that the majority of the education requirements will be integrated into SBWMA’s on-going education efforts, through SBWMA’s annual service brochures, newsletters, billing inserts, and more. SBWMA may need to perform a focused education campaign to roll-out recyclables and organics service to all non-subscribing commercial and multi-family customers.

Contamination Monitoring. SB 1383 requires contamination monitoring of customers’ materials through random container inspections on an annual basis or semi-annual or quarterly waste sampling from containers and waste sorting. To address this requirement, SBWMA is considering options to allocate additional staffing for container contamination monitoring, amend their agreement with Recology to delegate this responsibility to Recology, or engage a contractor.

Enforcement. SB 1383 requires annual compliance reviews of all commercial accounts that generate two cubic yards or more per week of solid waste; inspection of edible food generators and recovery organizations/services; verification of self-hauler compliance; investigation of complaints; and verification of waivers issued (with less onerous requirements if SB 1383’s performance-based compliance approach is pursued by the SBWMA and Member Agencies). SBWMA can take responsibility for many of these tasks on behalf of the Member Agencies with additional staffing, amendment of the Recology agreement delegate this responsibility to Recology, and/or use of contractors. Commencing in January 1, 2024, SB 1383 requires jurisdictions to take enforcement actions against non-compliant entities such as customers, self-haulers, and food recovery organizations/services. To address these requirements, SBWMA, as part of the compliance planning process, is exploring approaches for issuing notice of violations and assessing penalties, including taking on this role on behalf of the Member Agencies.

Organic Waste Product Procurement. SB 1383 requires that jurisdictions meet minimum recovered organic waste product procurement targets through the purchase of compost, renewable gas, and/or electricity from biomass conversion. SBWMA’s Member Agencies may comply individually or collectively to this requirement through one or more procurement strategies. The Compliance Plan is exploring the purchase of compost and use of renewable gas, including gas that may result from the O2E project.

Reporting. SB 1383 requires significant annual reporting, as well as on-going maintenance of an “implementation record” that documents compliance with regulations. SBWMA will need to amend their current annual AB 939 reporting process in coordination with Member Agencies to aggregate and report the additional data required. It may look at software solutions to facilitate this process and manage the data.
### ANTICIPATED COMPLIANCE PLANNING SCHEDULE

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Anticipated Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present Preliminary Compliance Strategy to TAC and Board at Joint Meeting</td>
<td>November 7, 2019</td>
</tr>
<tr>
<td>Finalize Compliance Plan</td>
<td>December 13, 2019</td>
</tr>
<tr>
<td>Present to Finance Committee</td>
<td>January, 2020</td>
</tr>
<tr>
<td>Present to Zero Waste Committee</td>
<td>January, 2020</td>
</tr>
<tr>
<td>Present to Public Education and Outreach</td>
<td>January, 2020</td>
</tr>
<tr>
<td>Release of Final Regulations by CalRecycle</td>
<td>January 31, 2020 (+/-)</td>
</tr>
<tr>
<td>Present Final Compliance Plan to Board</td>
<td>March 26, 2020</td>
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</tbody>
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PRELIMINARY SB 1383 COMPLIANCE PLAN
South Bayside Waste Management Authority
Board/TAC Meeting
November 7, 2019

May 2018 Draft SB 1383 regulations. In this checklist, jurisdiction compliance. Several items in this checklist, jurisdiction to comply with SB 1383 shall occur by January 1, 2018. In this checklist, jurisdiction to comply with SB 1383 shall occur by January 1, 2018.

Prepared by HF&H Consultants
### Agenda

- Identify regulatory compliance gaps
- Highlight compliance planning
- Discuss key items
  - Collection/processing options
  - Enforcement options
  - Extent of regional efforts

### Objectives

- Inform TAC/Board of regulations and anticipated program and policy changes
- Receive input on key discussion items
- Respond to questions
SB 1383 HIGHLIGHTS

2030 Statewide Goals

TARGETS
Short Lived Climate Pollutants (SLCP)

Black Carbon
50%

Methane
40%

HFC Gasses
40%
SB 1383 TIMELINE

2018 – Early 2019

CalRecycle initiated formal rulemaking in 2018
Regulations to be adopted in early 2019

January 1, 2020

State to achieve 50% reduction of organics disposal (2014 baseline)

January 1, 2022

Jurisdictions must have organics recycling programs in place
Enforceable regulations take effect
Jurisdictions must implement an ordinance or ordinances

January 1, 2024

Jurisdictions must take progressive enforcement actions against non-compliant regulated entities:
- Generators
- Haulers
- Processors

January 1, 2025

State to achieve 75% reduction in organics disposal (2014 baseline)
State to recover a minimum of 20% of disposed edible food for human consumption
**SBWMA AND MA COMPLIANCE NEEDS**

### Collection & Processing
Programs established through franchise, but may need large expansion for MFD/commercial organics compliance.

### Ordinances & Policies
Mandatory organics, food recovery, enforcement, and C&D ordinances are needed for entire service area. WELO policies required.

### Monitoring & Enforcement
On-going contamination monitoring, compliance monitoring, and enforcement program to be implemented.

### Food Recovery
Food recovery programs required. No SBWMA programs in place; however, SBWMA can collaborate with County on their programs.

### Product Procurement
Extensive compost, mulch, renewable fuel procurement requirements need to be met; recycled-content paper procurement likely compliant for many MAs.

### Other
Self-haul, education, recordkeeping, and reporting requirements are among other items that need to be addressed.
COMPLIANCE PLANNING
CONSIDERATIONS
COMPLIANCE PLANNING: FOCUS ON 2020-2024

2020-2024
• Program Planning, Implementation, and Intensive Program Support

2025 and Beyond
• On-Going Program Maintenance
Preliminary approach reflects draft regs and best available information

Final regulations may differ and impact compliance approach

Future interpretation and implementation of regs may further impact compliance approach
## COMPLIANCE RESPONSIBILITIES

### Jurisdictions Ultimately Responsible for Compliance
- Jurisdiction may delegate to public or private entity(ies)
- Exception that the authority to impose civil penalties can only be delegated to public agency

### Delegation Options (if MAs do not want to take on all Responsibilities)
- SBWMA
- Other jurisdictions (e.g., County DEH)
- Recology/SBR
- Other contractors

### Preliminary strategy
- SBWMA leads compliance for majority of requirements
- MAs lead compliance for ordinance/policy adoption, C&D and WELO programs, and possibility enforcement and some procurement compliance
- County possible lead on food recovery program capacity
# COMPLIANCE PLAN TIMELINE

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Anticipated Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present Preliminary Compliance Strategy to TAC</td>
<td>November 7, 2019</td>
</tr>
<tr>
<td>and Board at Joint Meeting</td>
<td></td>
</tr>
<tr>
<td>Finalize Compliance Plan</td>
<td>December 13, 2019</td>
</tr>
<tr>
<td>Present to Finance Committee</td>
<td>January, 2020</td>
</tr>
<tr>
<td>Present to Zero Waste Committee</td>
<td>January, 2020</td>
</tr>
<tr>
<td>Present to Public Education and Outreach</td>
<td>January, 2020</td>
</tr>
<tr>
<td>Release of Final Regulations by CalRecycle</td>
<td>January 31, 2020 (+/-)</td>
</tr>
<tr>
<td>Present Final Compliance Plan to Board</td>
<td>March 26, 2020</td>
</tr>
</tbody>
</table>
PRELIMINARY COMPLIANCE APPROACH
ORDINANCES & POLICIES

SBWMA

• Enter into MOUs or agreement with MAs to take on responsibilities
• Develop model ordinance and procurement policy for MAs

Member Agencies

• Delegate certain responsibilities to SBWMA via MOU/agreement
• Adopt/amend ordinances and policies
  • Mandatory ordinance with enforcement provisions
  • CALGreen-compliant C&D ordinance
  • WELO policy
  • Organics product procurement policy
• Repeal any provisions/policies that restrict organics recycling in accordance with SB 1383
COLLECTION AND PROCESSING

SBWMA

• Provide compliant collection services
• Use processing facilities that meet organics recovery standards
• Conduct testing of O2E, refine pro-forma, engage with SVCW to determine future role
• Negotiate changes to collection and processing agreements
• Develop self-haul/back-haul and hauler registration and monitoring system

Member Agencies

• Amend franchise agreement
FOOD RECOVERY

SBWMA

• Identify and educate commercial edible food generators
• Maintain public list of food recovery organizations/services
• Work with County to expand food recovery capacity, including possible provision of financial support or grants
• Provide technical assistance to commercial edible food generators (optional)

Member Agencies

• Comply with food recovery requirements for special events
PRODUCT PROCUREMENT

SBWMA

• Develop and implement compost and/or renewable natural gas (RNG) procurement program
• Contract with involved entities
• Develop RNG fueling station at Shoreway, if needed
• Coordinate compost distribution with MAs, if needed

Member Agencies

• Implement compost procurement program and use, sell, or donate compost, and/or support use of RNG
• Purchase recycled-content paper to meet specs
• Maintain records for above programs
MONITORING & ENFORCEMENT

**SBWMA**

- Implement contamination minimization program *
- Conduct annual desktop compliance reviews of commercial accounts *
- Inspect edible food generators and waiver recipients *
- Investigate complaints and more *

**Member Agencies**

- Possibly lead or support enforcement efforts

* Reduced level of effort if Performance-Based Compliance Approach is implemented.
OTHER

SBWMA

- Hire additional staff and/or contractors *
- Implement record keeping and reporting *
- Educate generators and other regulated entities
- Maintain records and produce reports
- Support County organics processing and edible food capacity planning

Member Agencies

- Manage CALGreen-compliant C&D program
- Implement WELO practices for MA operations
- Submit Initial Compliance Report and Annual Reports to CalRecycle (SBWMA providing majority of data needed)

* Reduced level of effort if Performance-Based Compliance Approach is implemented.
KEY DISCUSSION ITEMS

COLLECTION AND PROCESSING APPROACH
ENFORCEMENT STRATEGIES
EXTENT OF REGIONAL EFFORTS
COLLECTION AND PROCESSING OPTIONS

Recovery Waste
San Mateo County
Waste Zero
650.595.3900
RecologySanMateoCounty.com
Recology: a world without waste.

AGENDA ITEM: 6 ATTACHMENT B - p19
THREE COLLECTION AND PROCESSING OPTIONS

Standard compliance approach

- 3-container system provided to ALL customers
- Limited waivers (space, de-minimis)
- Use compliant facilities

Standard compliance approach with O2E

- 3-container system for single-family and current commercial organics customers
- 2-container system for multi-family and other commercial customers
- O2E processing of multi-family and commercial solid waste

Performance-based compliance

- 90% of generators must subscribe to 3-container system
- Processing facilities must meet organics recovery standards
- Solid waste must contain no more than 25% organic wastes
- Extensive waste composition studies required
### COLLECTION AND PROCESSING OPTIONS

<table>
<thead>
<tr>
<th>Standard compliance approach</th>
<th>Standard compliance approach with O2E</th>
<th>Performance-based compliance approach</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Benefits</strong></td>
<td><strong>Benefits</strong></td>
<td><strong>Benefits</strong></td>
</tr>
<tr>
<td>• No minimum generator subscription standards</td>
<td>• Avoid high cost of organics for MFD/commercial</td>
<td>• Compliance monitoring, enforcement, and reporting requirements significantly less than Opt 1 and 2</td>
</tr>
<tr>
<td>• Processing facilities do not need to achieve organics recovery standards</td>
<td>• “Clean-up” commercial organics to position for best processing options</td>
<td></td>
</tr>
<tr>
<td>• Ability to meet 1/1/2022 compliance data</td>
<td>• Potential procurement support with use of RNG</td>
<td></td>
</tr>
<tr>
<td><strong>Concerns</strong></td>
<td><strong>Concerns</strong></td>
<td><strong>Concerns</strong></td>
</tr>
<tr>
<td>• More costly than Opt 2</td>
<td>• Inability to meet high diversion standards</td>
<td>• Inability to meet 90% generator subscription level</td>
</tr>
<tr>
<td>• Monitoring and enforcement more burdensome than Opt 2 and 3</td>
<td>• Permitting unknowns</td>
<td>• Cost/unavailability of composting facilities with &lt;=10% organics disposed</td>
</tr>
<tr>
<td></td>
<td>• Inability to meet 1/1/2022 compliance date</td>
<td>• Having no more than 25% organics in solid waste</td>
</tr>
<tr>
<td></td>
<td>• Enforcement more burdensome than Opt 3</td>
<td>• Burden of waste comp. studies</td>
</tr>
</tbody>
</table>
## Preliminary Estimated Annual Revenue Requirement Impact: Snapshot in Time

<table>
<thead>
<tr>
<th>Description</th>
<th>Lower Sub. Estimate</th>
<th>Higher Sub. Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Standard-Compliance Approach</td>
<td>$1,710,000</td>
<td>$4,040,000</td>
</tr>
<tr>
<td></td>
<td>$6,440,000</td>
<td>$9,300,000</td>
</tr>
<tr>
<td>2. Standard-Compliance Approach with O2E and 2-Container Multi-Family/Comm System</td>
<td>$(970,000)</td>
<td>$(970,000)</td>
</tr>
<tr>
<td></td>
<td>$4,890,000</td>
<td>$4,890,000</td>
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<tr>
<td>3. Variance to Standard Compliance Approach</td>
<td>$(2,680,000)</td>
<td>$(5,010,000)</td>
</tr>
<tr>
<td></td>
<td>$(1,550,000)</td>
<td>$(4,410,000)</td>
</tr>
<tr>
<td>4. Performance-Based Compliance Approach</td>
<td>$1,970,000</td>
<td>$4,290,000</td>
</tr>
<tr>
<td></td>
<td>$6,440,000</td>
<td>$9,310,000</td>
</tr>
<tr>
<td>5. Variance to Standard Compliance Approach</td>
<td>$260,000</td>
<td>$250,000</td>
</tr>
<tr>
<td></td>
<td>$-</td>
<td>$10,000</td>
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</tbody>
</table>
## Preliminary Estimated % Revenue Requirement Impact: Snap Shot in Time

<table>
<thead>
<tr>
<th></th>
<th>Lower Subscription Estimate</th>
<th>Higher Subscription Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Standard-Compliance Approach</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td>2 Standard-Compliance Approach with O2E and 2-Container Multi-Family/Comm System</td>
<td>-1%</td>
<td>5%</td>
</tr>
<tr>
<td>3 Variance to Standard Compliance Approach</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td>4 Performance-Based Compliance Approach</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td>5 Variance to Standard Compliance Approach</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
## STANDARD COMPLIANCE APPROACH

<table>
<thead>
<tr>
<th>Program Description</th>
<th>Estimated One-Time Costs ($)</th>
<th>Estimated Annual Cost ($)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low (Low)</td>
<td>High (High)</td>
<td>Low (Low)</td>
</tr>
<tr>
<td>1 Ordinances and Policy Changes</td>
<td>$210,000</td>
<td>$350,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>2 Organics Collection and Processing</td>
<td>$310,000</td>
<td>$510,000</td>
<td>$4,970,000</td>
</tr>
<tr>
<td>3 Self-Haul/Back-Haul Program</td>
<td>$70,000</td>
<td>$120,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>4 Non-Franchise Hauler Program</td>
<td>$90,000</td>
<td>$80,000</td>
<td>$30,000</td>
</tr>
<tr>
<td>5 Edible Food Recovery</td>
<td>$30,000</td>
<td>$60,000</td>
<td>$90,000</td>
</tr>
<tr>
<td>6 Education &amp; Outreach</td>
<td>$150,000</td>
<td>$280,000</td>
<td>$70,000</td>
</tr>
<tr>
<td>7 Contamination Monitoring</td>
<td>$20,000</td>
<td>$30,000</td>
<td>$230,000</td>
</tr>
<tr>
<td>8 Compliance Monitoring</td>
<td>$80,000</td>
<td>$130,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>9 Enforcement</td>
<td>$120,000</td>
<td>$180,000</td>
<td>$130,000</td>
</tr>
<tr>
<td>10 Organic Waste Product Procurement</td>
<td>$2,000,000</td>
<td>$5,000,000</td>
<td>($1,800,000)</td>
</tr>
<tr>
<td>11 Reporting</td>
<td>$70,000</td>
<td>$120,000</td>
<td>$130,000</td>
</tr>
<tr>
<td>12 Process Fac Compliance Monitoring</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>13 Other (Contract Negotiations)</td>
<td>$100,000</td>
<td>$130,000</td>
<td>$10,000</td>
</tr>
<tr>
<td>14 Total Standard-Compliance Approach</td>
<td>$3,250,000</td>
<td>$6,990,000</td>
<td>$4,040,000</td>
</tr>
<tr>
<td>15 Impact on Annual Revenue Requirement (with estimated franchise fees)</td>
<td>4%</td>
<td>10%</td>
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<tr>
<td>16 Total Standard-Compliance Approach @ Lower MFD/Com Org Subscription Level</td>
<td>$3,112,951</td>
<td>$6,766,440</td>
<td>$1,713,972</td>
</tr>
<tr>
<td>17 Impact on Annual Revenue Requirement (with estimated franchise fees)</td>
<td>2%</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>
## Standard Compliance Approach

<table>
<thead>
<tr>
<th>Program Description</th>
<th>Estimated One-Time FTE</th>
<th>Estimated Annual FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>1  Enforcement</td>
<td>0.4</td>
<td>0.5</td>
</tr>
<tr>
<td>2  Contamination Monitoring</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>3  Compliance Monitoring</td>
<td>0.4</td>
<td>0.6</td>
</tr>
<tr>
<td>4  Reporting</td>
<td>0.3</td>
<td>0.4</td>
</tr>
<tr>
<td>5  Edible Food Recovery</td>
<td>0.2</td>
<td>0.2</td>
</tr>
<tr>
<td>6  Organic Waste Product Procurement</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>7  Hauler Oversight Program for Non-Franchised</td>
<td>0.2</td>
<td>0.3</td>
</tr>
<tr>
<td>8  Self-Haul/Back-Haul Oversight Program</td>
<td>0.3</td>
<td>0.4</td>
</tr>
<tr>
<td>9  Organics Collection and Processing</td>
<td>0.9</td>
<td>1.3</td>
</tr>
<tr>
<td>10 Education &amp; Outreach</td>
<td>0.8</td>
<td>1.1</td>
</tr>
<tr>
<td>11 Processing Facility Compliance Monitoring</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>12 Ordinances and Policy Changes</td>
<td>0.5</td>
<td>0.7</td>
</tr>
<tr>
<td>13 Other (Contract Negotiations)</td>
<td>0.1</td>
<td>0.2</td>
</tr>
<tr>
<td>14 Total Standard-Compliance Approach</td>
<td>4.0</td>
<td>5.8</td>
</tr>
</tbody>
</table>

Note: Similar staffing if using O2E and 2-containers compliance for multi-family and commercial accounts.

## Performance-based Compliance Approach

| A1 Total Performance-Based Compliance Approach | 2.3 | 3.3 | 2.8 | 3.7 |
| A2 Variance to Standard Compliance Approach   | -1.7| -2.5| -3.4| -8.2|

Note: Additional FTEs are anticipated to be provided through contractors.
COLLECTION AND PROCESSING APPROACH

Continue to explore all three pathways

- Test O2E organics recovery rate needed to inform Option 2 (O2E, 2-Container)
- Test organics in solid waste to inform Option 3 (Performance-based)
- Test organics in compost facility residue to inform Option 3 (Performance-based)
- Consider final regulations in selection of preferred approach
- Refine costs based on testing, final regulations, and more

Timing considerations

- If O2E is part of solution:
  - O2E not be operational by the 1/1/2022 compliance date
  - MAs need 2-year extension through CalRecycle compliance action plan
- If O2E organics recovery rate >= 50% and < 75%
  - Use 2-container approach for multi-family/commercial through 12/31/2024
  - Negotiate with Recology and fully implement 3-container collection by 1/1/2025
- If O2E organics recovery < 50%:
  - Only 1 year to negotiate with Recology and fully implement 3-container by 1/1/2022
  - MAs may need 2-year extension through CalRecycle compliance action plan
ENFORCEMENT OPTIONS

- SBWMA lead enforcement
  - Build internal team and expertise
  - Retain contractors to support process *
- Each MA handles enforcement
  - Use existing code enforcement team
- County of San Mateo supports enforcement
  - Contract for food recovery enforcement (DEH)

* MA may not delegate to a private entity its authority to impose civil penalties, or to maintain an action to impose civil penalties.
EXTENT OF REGIONAL EFFORTS

- Delegation of responsibilities to SBWMA
- Engagement with or delegation to County
Thank you

Rob Hilton
HF&H Consultants
rob@hfh-consultants.com
(925) 977-6959
CONTRACTOR UPDATES
Agenda Item 7

Contractor Updates:
● Recology
● SBR

No Staff Report: Discussion Item Only