



MINUTES

SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY
 RETREAT OF THE BOARD OF DIRECTORS AND TECHNICAL ADVISORY COMMITTEE
 April 22, 2021– 2:00 p.m.
 Via Zoom Tele or Video Conference Only

Call to Order: 1:35PM

1. Roll Call Board Members

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

Roll Call TAC Members

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

All Members and public participated by Zoom Video or Conference 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 three 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. **Speakers may also submit comments via email prior to the meeting by sending those comments to rethinker@rethinkwaste.org.**

None

3. Welcome and Objectives (Chair Aguirre and Vice Chair Bonilla)

Vice Chair Bonilla welcomed everyone to the retreat to discuss the past, present and future of the SBWMA. He

noted that the SBWMA's goal is to responsibly manage waste so that it is safe, healthy and clean for everyone.

Chair Aguirre added that today is about getting to know the organization that you're working with and what is it all about. He then thanked the Board, TAC and staff for their commitment.

Jim Delia of Delia Consulting facilitated the meeting, and he went over the agenda for the retreat.

4. Who We Are, What We Do and Why (Presentation by Senior Staff)

Executive Director La Mariana gave a presentation on who our agency is, what we do, and why we do it. He invited the following senior staff to talk about the programs that they run.

Julia Au, Senior Outreach, Education and Compliance Manager talked about the public outreach and education programs and how they can impact behavior change.

John Mangini, Senior Finance Manager talked about his role in financial planning and analysis for the Agency, as well as cost control and staying on budget.

Hilary Gan, Senior Operations and Engineering Manager talked about his role managing Shoreway operations and contractual oversight of SBR, as well as offsite processing contracts and relationships and Shoreway permits. He added that the Agency owns the facility which makes the agency a "landlord" as well.

The operations and facility contractors also spoke:

Dwight Herring, General Manager of SBR gave an overview of SBR's role as the operator of the facility.

Mike Kelly, General Manager of Recology gave an overview of Recology San Mateo County's role as the collection service provider through 11 individual Franchise Agreements with the Member Agencies.

Executive Director La Mariana added that SBWMA services almost 60% of the residents in the county.

Jim Delia then asked a poll question: What future plans excite you most about the Agency?
The largest percentage was to pursue innovative technologies to reduce landfill.

He then sent smaller groups into breakout rooms to discuss what they learned from the overview presentation, what surprised them, and what are they still curious about.

Topics that came up from the breakout room groups discussions included:

- How to pay for major CapEx improvements and innovation when the resident rate payers are already overburdened.
- How to focus on re-use opportunities in the County because so much focus is put on transfer and processing. Distribution of reusable items throughout the service area.
- Focusing on programs that already exist to leverage for innovation at Shoreway.
- Building power to leverage political relationships around creating more sustainability.
- Increased focus on EPR legislation.
- Building relationships with legislators
- Finding a way to physically expand the footprint at Shoreway.
- Can we get ahead of the basic requirements of SB1383 to get to a more innovative and creative problem-solving approach.

- Consider changing the rate model if trash levels go too low to support the current model.
- Increasing diversion in Multi-Family units
- Achieving highest and best use of Organics-to-Energy program.
- Reduction of greenhouse gas emissions in an economical way. EV collection vehicles.
- Finding a way to end homeless encampment by leveraging the public/private partnership the agency already has.
- Increased action on legislation and lobbying to be seen as a leader in the industry in San Mateo County.
- Do a better job of connecting the rate increases dots to sustainability goals.
- Working towards changing consumer behavior to buy what they really need to use.
- Creating a single page fact sheet to help residents understand who the SBWMA/RethinkWaste is and the services they provide.

5. Leading Ahead Discussion

Jim Delia asked breakout rooms to discuss these questions to help the SBWMA:

- 1) How to execute plans for the SBWMA?
- 2) How to improve process?
- 3) How to remain viable for current members and attract new members?
- 4) What goals and actions should the Agency consider?

Topics that came up from the breakout room groups included:

- Possible expansion to other unincorporated county pockets that are not in the SBWMA service area.
- Innovative ways to save fuel and truck time.
- Possible residential compost drop off for SB1383 procurement targets.
- Attracting new members is a struggle if costs get too high and cost effectiveness needs to be a priority.
- Major education campaigns especially for MFD to force behavior change and create understanding about how dire the need is. How do we get buy in from all the residents?
- Working with developers as more MFD units are being built to get them to consider waste collection as a priority in their development plans.
- Increased collaboration with Member Agencies and SBWMA serves as the bridge.
- Increased legislative action to push back at Cal Recycle unfunded regulations and increase producer responsibility to stop it from becoming waste in the first place. Increased awareness around battery dangers, and single use plastics legislation.
- Managing costs is going to be the big driver as minimal revenue now comes from recyclable markets, the burden is put on rate payers.
- Can we focus on the future to be less reactive? What will waste and the environment look like 5 years from now, what happens if we're not successful?
- Possibly community ambassador program to get residents involved including neighborhood watch groups, youth organizations and chambers of commerce.
- Improve internal agency communication.
- Better definition of TAC, and better use of the TAC to give TAC members more opportunities to have input.
- Increase community outreach events.
- Use elected board members to leverage relationships with state legislators.
- We need to do a better job of selling ourselves and the benefits of being a part of a JPA
- A loss to the Agency with the elected board is that there is no longer City Manager participation.
- Use customer service surveys to get an understanding of whether the residents understand the

interconnectivity between solid waste, recycling, wastewater, stormwater, sea level rise and clean energy, and the bigger environmental picture to help SBWMA tell a better story.

- Special programs to increase diversion like a resource recovery park within the transfer station.
- SB1383 gives the opportunity to reframe organics waste, are there other innovative ways to approach SB1383 other than just Organics-to-Energy.
- We have a business model challenge – who drives sales, if it is RethinkWaste, staff is too small and not designed to grow sales.

6. Staying Ahead – Committee Structure Discussion

The following committee leaders introduced the SBWMA Committees and how most of the work of the SBWMA is done at the committee level.

Davina Hurt, Public Education and Outreach introduced her committee members and noted that this committee thinks about how to entice people to change behavior to meet environmental goals.

Michael Brownrigg, Zero Waste Committee, introduced his committee members and collectively have empowered staff to do what could be done but did not think there was the political will to do it. The goal is to take advantage of the asset that is Shoreway, coupled with it being in one of the wealthiest counties in the county and become leaders in reducing what is going to landfill, because landfills are one of the biggest producers of methane. Trash used to be a nuisance and now it is seen as a threat like plastic in the ocean and pollution in the air. The committee focuses on new technology to solve the waste threat. Anything that reduces waste becomes part of the workload of the Zero Waste Committee.

Jay Benton, Finance Committee, noted that this committee is a standing committee and is comprised of Board Members and Finance Managers from Member Agencies. He added that the Finance Committee's job is to do a deep dive into all financial matters of the Agency and can recommend action to the full board who may not have time for as deep of an analysis. The committee works through the budget, the audit, investments annually.

Fran Dehn, Legislative Committee, noted that this is a newly formed committee, and the first meeting will be tomorrow. The scope of the committee is to track, form and influence policy and legislation to create a bridge for the Agency of past, current and future practices and influences that RethinkWaste needs to be aware of.

Roxanne Murray, Technical Advisory Committee, said that the TAC's role is to support and assist. They support their town or city and their Board Member to give them the best information to make their decisions, and they support the SBWMA with planning and policies. There are 11 TAC members who are staff from each of the jurisdictions.

Jim Delia asked participants what each committee should be focused on. Thoughts that came up in this discussion included:

- Creating a rate payer committee to get citizens involved.
- Have Zero Waste Committee work on MFD diversion issues.
- Create a business generation committee.
- Have Public Education work on the issue of how to sell the Agency to potential new members and to the public.
- Have a position on each committee for a member of the public that is applied for.
- TAC Members need to connect with their Board Members more often.

7. Board Member Comments

Participants of the retreat went around and expressed what inspired or intrigued them about the retreat.

8. Adjourn 4:05PM