

STRATEGIC WORKPLAN 2020 (FINAL JULY 2010)

A Leader must “challenge his team with a vision, hold it accountable for results, and fight for the resources to get the job done.”

Tony Knowles, the Governor of Alaska from 1994 to 2002

BACKGROUND

In January, 2003, the Recycling Board (RB) and Waste Management Authority (WMA) Board approved the *Alameda County Source Reduction and Recycling Plan: Vision 2010: 75% and Beyond*. The Source Reduction and Recycling Plan (SRRP) is mandated by the section of the County Charter created by the citizen-driven Source Reduction and Recycling Initiative (Measure D). The SRRP identifies programs and strategies to achieve the “75% and beyond” diversion goal set by Measure D. Moreover, the 75% goal and the SRRP were incorporated into the WMA governing document, the Countywide Integrated Waste Management Plan (CoIWMP), in 2003.

The Boards jointly set a deadline of 2010 to meet the 75% goal. In March, 2007, the Boards reaffirmed commitment to the 75% by 2010 goal, augmented certain key programs in advance of this deadline, and committed to a Strategic Planning process beginning in 2009. The aim of the Strategic Planning process is to articulate the vision for the Agency over the next ten years, including what is meant by ‘beyond 75%,’ and to provide a framework for future public policy and budget decisions.

The Agency began the Strategic Planning discussions in April, 2009; held joint Board meetings in June and September, discussed six strategic planning topics at a series of committee and Board meetings between June and September, met with the staff-level County-wide Technical Advisory Committee (TAC), and convened a four-hour stakeholder workshop involving about 250 people on November 12th. Presentations and staff memos for these meetings are available at: www.stopwaste.org/home/index.asp?page=33&recordid=212.

SUMMARY OF BOARD AND STAKEHOLDER INPUT

Although Board members and stakeholders did not always agree, and often asked for additional information, there was consensus around several items:

1. Make tangible and substantial progress at reducing landfill disposal. No matter how performance measures and targets may be refined, the Agency has a commitment to get to 75% diversion, and beyond. This includes new material recovery facility (MRF) capacity for at least the 300,000 tons of readily recyclable materials landfilled in 2008. Slightly less than half of stakeholders at the November 12 meeting said that tangible and

substantial reduction in landfill disposal was more important *for this Agency to pursue* than broader goals like sustainability.

2. Develop compost facility capacity. Given that more than 400,000 tons of compostable organics were landfilled in 2008, reliable and cost effective composting capacity must be secured for the long term. This includes a continuing commitment to the CoIWMP objective of developing at least 180,000 tons per year of composting capacity in-county. But it should also include a commitment to secure appropriately located capacity for the hundreds of thousands of tons of compostable organics beyond this amount that originate in Alameda County.
3. Continue aggressively toward other, related, big outcomes. Whether such outcomes should be called “zero waste” or “sustainability” or “stop all waste” was not decided. Regardless, nearly all Board members agreed that the Agency should think big and seek to achieve more than traditional discard or waste management outcomes. Somewhat more than half of stakeholders at the November 12th meeting said that this Agency should prioritize sustainability above traditional waste and discard management, because the former includes the latter.
4. If possible, sustain the size of the Agency by diversifying revenue sources. Although there are some who would like the Agency to shrink as our tonnage-based revenue declines, and others who want to steadily raise fees on landfilled materials, the majority opinion was that the organization needs to diversify its revenue sources and continue to deliver innovative services related to the entire materials management cycle, not just discard management.

In short, there was consensus that StopWaste.Org should continue to work on the entire materials management cycle shown in Figure 1. In order to do that successfully, however, with limited resources and in a context where many groups are working on similar topics, requires gradual modification and restructuring of existing programs and projects.

CONTENT OF THIS STRATEGIC WORKPLAN

The Agency has had great success through partnerships that promote waste reduction in ways that capture multiple benefits (e.g., greenhouse gas emissions reductions, energy savings, water conservation, green jobs, worker health and safety), because linking waste reduction with other benefits makes it much more marketable. The Workplan proposes to continue that approach, but in specific ways that we believe will allow us to achieve a greater scale of success without having to increase our core budget.

Plans involve a sequence of tasks intended to achieve one or more outcomes. Consequently, this Workplan is composed of:

- A table of proposed activities through 2020 that can be reasonably described at this time (Appendix A).
- A master schedule that shows how key activities fit together in time (Figure 2).
- Subordinate schedules that expand on parts of the master schedule (Figures 6 and 7).
- Supporting text and figures.

Formal adoption of the Workplan will mean that staff has been directed to implement the Workplan. There are many decisions, however, that cannot be made at this time. The Workplan is flexible and adaptive, with significant future public policy decision points identified in the master and subordinate schedules.

The Workplan is not a formal change in the CoIWMP or SRRP. Such changes will typically occur in the fall of each year, when appropriate, as described below. The Workplan is also not a budget document, but provides policy guidance to staff for future budget proposals.

SUMMARY OF APPENDIX A

Appendix A presents the specific work activities that we will implement over the next ten years, to the extent they can be reasonably stated at this time. *Appendix A is primarily for internal use and provides a level of detail that not every reader will care about.* It provides the same type of detailed guidance that was provided in the last comprehensive update of the CoIWMP and SRRP (2003). However, those details are not legally required. We may include some of them in the CoIWMP and SRRP in the future if they have substantial public policy implications. For example, new objectives or targets, or direction to develop anaerobic digestion facilities for organics, seem substantial enough to staff to warrant future formal plan amendments.

The activity list and work areas in the Appendix will be updated every fall. The left column shows activities in the next two fiscal years. Activities in all later fiscal years are shown in the right column. We will move one fiscal year from the right column into the left column and add more detail each time we update this Workplan.

Appendix A and this entire Workplan organize our projects and activities into three groups. Discard Management, Product Decisions, and an umbrella support group we call Communications, Administration, and Planning (CAP). Each group is charged with implementing a set of projects organized into work areas. Each work area supports the specific goals and objectives within the WMA's CoIWMP and the RB's SRRP that are referred to in Appendix A. (Appendices B and C expand these references by stating in full the goals, objectives, and policies in the CoIWMP and SRRP, respectively.) We also list for each work area in Appendix A the additional objectives or targets that this Workplan either proposes or will develop, and that will be brought before the Boards for formal adoption at later times.

DESCRIPTION OF MASTER SCHEDULE (FIGURE 2)

Figure 2 is a sketch of decision points (dots) and milestones (diamonds) between 2010 and 2020. Decisions will be made by the Boards, after public hearing and appropriate documentation (e.g., CEQA review when required) has been provided.

Discard Management

We have identified the most critical or significant decision points by enlarging some of the decision 'dots' in Figure 2. For example, in the Discard Management group, recommendations from the Franchise Task Force will come before the Boards in the spring of 2011 (a more detailed taskforce schedule between now and spring 2011 is presented below). These recommendations could have significant implications. At minimum, they will be controversial.

Ideally, they will recommend a pattern for change that is widely supported and that will ultimately lead to a high-diversion, low-environmental impact, healthy local economy.

The issue of mandatory *recycling or related regulatory policies* (e.g., a plastic or single-use bag ban) will come before the Boards toward the end of 2011. This date is chosen because state-mandated commercial recycling is scheduled to begin July 1, 2012, and because deciding at the end of 2011 allows time for the franchise task force recommendations and other voluntary efforts to be fully developed prior to grappling with the issue of mandates.

The issue of *facility investment decisions*, specifically, whether we should increase fees to help pay for facilities, is scheduled for the spring of 2012. This date both allows us to fully understand the facility options in advance, and to see what forward movement on facilities can be obtained through franchise agreement revisions, regional mandates, or other activities. Placing this decision point on the master schedule does not prevent the Boards from making facility investment decisions prior to that date, including commitment of existing reserves for facility development. But it does provide a preferred time for such decisions unless particular circumstances arise that make earlier or later decisions desirable.

We have included a *new type of diversion milestone* starting July 1, 2013, and becoming more stringent each year thereafter. This new type of diversion milestone creates a direct way of measuring the discard behavior we want to change: that is, what percentage of the materials placed in a garbage container doesn't belong there? Based on our 2008 Waste Characterization Study, for example, about 60% of the materials managed as garbage were actually readily recyclable or compostable. This Workplan proposes to reduce that percentage to no more than 45% by the middle of 2013. The July 1, 2013 milestone date allows one full year for state-required mandatory commercial recycling to take effect (plus local mandates, if any are adopted in late 2011). This level of disposal is more than a 300,000 ton per year reduction from the 1,300,000 tons disposed in calendar year 2008, and will require processing facilities for significantly more than 300,000 tons of materials if waste generation increases as the recession passes.

Achieving this reduction involves getting many persons and businesses that have or are currently eligible for recycling or organics collection service to regularly use those services. The focal points of our short-term effort to reduce disposed waste are:

- Innovative communications and other voluntary activities to *increase recycling through existing collection services*, especially food scraps and paper (including cardboard). These two categories of materials accounted for about 40% of disposed waste in 2008. Our revised regional media effort ("The Contest") will help the general public and businesses to understand exactly what we are asking them to do ("put it here, not there"), in a way that is visible, rewarding, and simple to understand.
- Enforcement of the *plant debris landfill ban*.
- Assistance to member agencies in *enforcing their construction and demolition waste ordinances*.

- *Analysis of a wider range of material recovery facility and composting facility options* (including anaerobic digestion), while continuing to move forward with studies and permits necessary to develop a compost facility on our property in East County.
- *Modifications to franchise agreements* to remove impediments to increased recycling and composting when member agencies agree that such changes are desirable.
- *Mandatory measures* to increase recycling or composting commencing in mid-2012 if the Boards in late 2011 decide that mandatory measures are desirable.
- *Facility investment commitments* sufficient to divert at least 700,000 more tons per year.

The 2020 milestone for Discards Decisions is to achieve a situation where less than 10% of the materials deposited in landfills is readily recyclable or compostable and less than 10% of materials placed in recycling or composting containers is garbage (that is, is not readily recyclable or compostable). The master schedule also includes interim targets each year between 2013 and 2020.

These milestones can be achieved in two ways. First, when source-separated collection of recyclables or compostables is available (that is, the service is offered to customers and physical space exists to provide it), less than 10% of materials placed in the garbage container should be readily recyclable or compostable. Second, when mixed waste processing is involved, the residual from the processing system that is deposited in landfills should contain less than 10% readily recyclable or compostable materials. StopWaste.Org staff believe that the processing system should produce high quality secondary materials using work processes that adequately protect worker health and safety.

The question of when source separated collection of readily recyclable and compostable materials should be available, where it is not available today, will need to be addressed in future planning documents and decisions. The Franchise Task Force will discuss this issue, among many, and may have recommendations pertinent to it. However, StopWaste.Org staff believe that compost derived from municipal solid waste (MSW) will likely be of unsuitable quality in the long run (as quality standards for soil amendments are tightened over time) and that recovering recyclable materials in so-called ‘dirty MRFs’ may create unacceptable working conditions or low quality commodities. StopWaste.Org staff believe that the essential task going forward in relation to these risks is to develop the cost cap methodology, so that the risks associated with MSW compost and dirty MRFs need not be taken unless the (commingled) source separation approach is unattractive from a cost perspective (that is, is estimated to exceed the cost cap).

Product Decisions

The Workplan also recognizes that the Agency’s long-term goal of “achieving maximum feasible waste reduction” will require widespread change in what we call Product Decisions. These decisions about what to manufacture, offer for sale, or purchase, dramatically affect the quantity of and the options for managing the 530,000 tons of hard-to-recycle or hard-to-compost materials originating in Alameda County that were landfilled in 2008. Products that require management as hazardous waste at the end of their useful lives impose a large financial burden, in addition to their possible health and environmental impacts. Products that cannot be recycled or composted create environmental liabilities that are often borne by future generations. Products that have

little or no recycled content make Discard Management more expensive since markets for recycled content are weak when new products contain little of it.

The Product Decisions group will *focus on four categories of decisions* that occur before discard management, but that have significant implications for the quantity and costs and environmental impacts of discard management. They are:

1. How do we increase the *recycled content* of products in our County?
2. How do we decrease the mass flow of products in our County that need to be handled as *hazardous waste* at end of their useful lives?
3. What *waste prevention* activities will create the greatest benefits to our communities, when all benefits and costs are considered, not just reduction of landfill disposal?
4. Of those waste prevention activities that are desirable overall, which ones would most effectively reduce the mass flow of products in our County that are *not recyclable or compostable* at end of life? (That is, reduce ‘stuff’ that will be landfilled.)

Thinking about products in these ways is necessary if we are to achieve a ‘zero waste’ or ‘sustainable’ materials management cycle. This Workplan proposes an overall year 2020 objective that 90% of product decisions within specific categories pass specific ‘sustainability filters.’ For example, buildings and landscapes are product categories, and we want building and landscapes to be GreenPoint rated, LEED-certified, or Bay-Friendly certified. Because these three sustainability filters are well developed already, the plan sets as a milestone that 90% of building and landscape permits in Alameda County are for such certified projects by July 1, 2013. An earlier milestone date might be possible, but getting a *full commitment to third-party certification* for projects on private lands may be difficult.

Filters for other categories of product decisions will need to be developed or chosen. The workplan calls for additional filters and objectives related to the four categories of decisions above to be brought back to the Boards for formal adoption at the end of 2011.

These filters will be implemented through *gradual modification of our existing programs and projects*, and in partnerships with organizations like Build It Green and the US Green Building Council that already administer “sustainability filters” (e.g., the GreenPoint Rated and LEED certification systems). But our role in these *partnerships will be more sharply focused* than in the past on improving the filters to better address the four questions above. Holistic certification systems are needed before Product Decisions can become widely sustainable, but our best role is as material management experts who influence and promote these systems, not developers of entire systems. For example, we should press for specific recycled content standards for certain categories of building products: e.g., insulation, decking, etc. We need to finish the job of ‘birthing’ the Bay-Friendly Landscaping holistic landscape certification system, but other than that, our best role is to ensure that high quality sustainability filters are implemented in Alameda County through external organizations and that those systems strongly address the four questions above.

Although we will continue to work with many partners, we will also try to focus most of our effort into projects with a *limited number of core partners*. These will be: the California Product

Stewardship Council for extended producer responsibility; East Bay EDA for green jobs associated with our programs; the seven water suppliers in Alameda County, and the county-wide storm water program, for creating a pathway to independence for our Bay-Friendly Landscaping point system; and our member agencies for vastly more effective discard management and product decision policies.

Governance and Planning

This Workplan proposes a regular, annual update. The update will occur each fall, and will revise this Workplan, including more detail for proposed activities during the year-after-next fiscal year. This allows us to have clear guidance before the annual budget process starts in February of each year, and to make budget recommendations within not just a long-term, but also a two-year context, without having to create a two-year budget. The fall planning updates will include formal revisions to the CoIWMP and SRRP when appropriate.

We will also review all Memoranda of Understanding (MOUs), develop some new MOUs, and review the WMA Joint Powers Agreement (JPA) via the Administration and Organization Committee during fiscal year 2010-2011. In particular, new MOUs with the East Bay Economic Development Alliance (EDA), the County-wide stormwater program, and the County Community Development Agency (for building retrofit projects under the new AB811 district, and related topics) will be explored.

Spending and Revenue

Spending and revenue decisions will normally occur in the Spring of each year through the annual budget process. Mid-year budget revisions will continue; but we will try to keep them as simple as possible. A taskforce will explore the idea of *advance disposal fees* and make recommendations in the spring of 2011 (the taskforce schedule is presented in Figure 7).

However, this Workplan asks the Boards to specifically endorse a way of setting spending priorities, and two spending and revenue related decisions, because doing so provides very important guidance for future budget processes.

Spending Priorities

The issue of how we set priorities for spending was discussed extensively during the strategic planning process. It is not possible to decide on spending and revenue pathways for the next ten years at this time. However, it is possible to create some rules for how we prioritize spending every year during the annual budget process. This workplan proposes a two-year transition period where spending is maintained at its current core level (described below), and two rules for prioritizing spending.

At present, spending that we either directly control or have significant influence over is distributed among work areas as shown in Figure 3. We have further labeled the pie slices as Discard-related, Product-related, or Communications/Administration/Planning (CAP) related.

Another way of looking at the funding in Figure 3 is to separately show external funding; that is, grants and voluntary support paid into StopWaste.Org by external partners. Figure 4 breaks spending in the three work groups into these categories, which shows that external funding is

currently significant for the Product Decisions work group. We will try to grow external funding over time by more aggressively and systematically pursuing grants and other funding opportunities. We think the Product Decisions group has the best chance for such funding.

Future revenue will decline substantially if we are successful and additional sources of revenue are not found. Figure 5 shows our current ‘core’ level of spending (about \$13.0 million) as compared with anticipated ‘core’ revenues through 2020. By core spending we mean spending excluding the Revolving Loan Fund (because loans are eventually repaid), the member agency half of Measure D revenues, spending from reserves for capital purposes (e.g., the MRF agreement for diversion by Waste Management at Davis Street), the County Household Hazardous Waste program, and expenses supported by external funding that is contractually committed (e.g., grants). By core revenue we mean revenue from the Measure D, facility, and import mitigation fees; and property-related revenue (e.g., wind).

Core spending is currently about balanced with core revenue, and it likely will continue to be for two fiscal years. But commencing in fiscal year 2013, revenue will fall below the current level core spending as shown in Figure 5 if fees are increased only by a consumer price index adjustment. The gap between core revenue and core spending needs to be filled by cuts in spending, increases in per-ton fees, increases in property-related revenue (e.g., wind repowering), or new sources of revenue (e.g., advance disposal fees). Although the gap presented in Figure 5 is daunting, we have sufficient time to prepare for and manage it.

This Workplan proposes two rules for prioritization. First, *use a cost-cap methodology (yet to be developed) to prioritize* among Discard-related projects. Any project that costs less per ton diverted than the cap would be ‘eligible’ for funding. Second, *sustain the current level of funding for Product-related projects* for at least the next four fiscal years.

The first prioritization rule is appropriate because Discard-related projects that cost less than the cost of conventional collection, transfer, and landfilling save money, and often have other benefits as well. However, the cost cap could be higher than the cost of collecting, transferring, and landfilling garbage. It is within the legislative discretion of the Boards to specify a somewhat higher amount that is worth paying in general for diversion projects. If this Workplan is approved, we will develop and bring back to the Boards a cost-cap method for formal approval during the annual Fall planning review process.

That may occur in 2010, but it might be deferred until 2011 because the clearest use of the methodology, and the first time it will definitely be needed, is as an exemption procedure for mandates, should any mandates be adopted. Interestingly, those most opposed to mandatory recycling often cite their concern that such mandates will be very costly to comply with. But mandatory recycling may in fact be less expensive per ton diverted, *on average*, than voluntary approaches based on some of the cost and programmatic information we reviewed during the strategic planning process. However, in special circumstances compliance with a mandate may be very expensive. In those circumstances (e.g., limited physical space for recycling), an exemption may be appropriate based on a standardized estimate that the cost of compliance will be above the cap.

The second prioritization rule is necessary and appropriate because Product-related projects often do not directly or immediately increase diversion, and therefore are difficult to compare with Discard-related projects. Product-related projects involve multiple benefits that are difficult to fully assess, like the value of products with recycled content. We know such products save energy and strengthen secondary materials markets (helping to control the cost of discard-related projects), but putting a dollar value on those benefits is difficult. It is a legitimate exercise of the Board's legislative discretion to say that a specific portion of core spending should be for such projects. Further, in comparison with the substantial cost of household hazardous waste programs (\$2,200 per ton), some Product-related projects (e.g., extended producer responsibility) will have large financial benefits.

The current internal funding level for Product-related projects is about \$4.8 million per year. Committing to sustain that level of spending will create a solid base for Product-related spending that we can use in seeking multi-year grants and external support for such efforts. External funders often want to know that grant recipients have a sound financial foundation before they are willing to make substantial or multi-year commitments of funds. StopWaste.Org can afford to make a commitment to sustain Product-related projects through fiscal year 2014 by using the market development reserve to compensate for the Product-related portion of the anticipated revenue decline in fiscal years 2013 and 2014 shown in Figure 5.

Future Mitigation Fee Payments ('Grants') to Member Agencies

This Workplan also recommends extending the import mitigation payments (grants) historically offered to our member agencies for another two fiscal years, at the level of \$1.1 million each year, subject to the following grant conditions (more detail will be provided in the project charter within the fiscal year 2010-11 budget):

- First Year:
 - Previous mitigation funding conditions continue to be complied with.
 - Implement and report compliance with the C&D, Civic Bay Friendly, and Civic Green Building policies or ordinances.
 - Participate in The Contest, our new regional media campaign.

For the second year conditions, StopWaste.Org staff will work with the Technical Advisory Committee to develop or modify the StopWaste.Org staff recommendation for a Waste Management Authority Board decision in December 2010. The StopWaste.Org staff recommendation in December will be either the following three conditions, possibly with modifications or additional detail, or an alternative set of conditions:

- Second Year:
 - Adopt an acceptable Environmentally Preferred Purchasing Policy.
 - Make a good faith attempt, with franchisee and StopWaste.Org staff, to implement selected recommendations of the Franchise Task Force.
 - Adopt 3rd party verified Green Building and Bay-Friendly ordinances for private projects.

Second year funding, however, will be conditional on the financial status of StopWaste.Org in December 2010. That is, the second year funding decision is revocable during the 2010 fall planning cycle proposed in this Workplan. Making this decision contingent is important because the January 1, 2010 facility fee increase could yield less revenue than projected.

A decision about payments beyond these two years will need to be made in a future planning cycle, the fall of 2011. As Figure 5 shows, this Agency will need to increase fees or cut other expenses in order to make mitigation payments to Members beyond the next two fiscal years.

Future San Francisco Import Mitigation and Other Fees

This Workplan also specifically asks that the Boards direct staff to inform the City and County of San Francisco that we are willing to commit all new discretionary fees (i.e., import mitigation fees, facility fees, and the 15% discretionary part of the Measure D fee) to a cooperative effort with them if they want to send solid waste to landfills in Alameda County other than through the current import mitigation agreement. The cooperative effort would focus on developing and supporting local, State and National legislation, or other mutually beneficial activities, that would create a 'sustainable' or 'zero waste' materials management system. Combining the political and investment power of Alameda County jurisdictions with the City and County of San Francisco in specific ways would allow us to achieve results that neither can achieve alone.

Communications with Member Agencies

During the development of the Strategic Workplan, several Technical Advisory Committee (TAC) members and City Managers identified adequate time for member agency staff to understand and brief their administrators and board members as an important need.

We will implement the following process to meet this need:

- The month (or more) ahead of the first Brown Act noticed meeting at which Board members will begin to consider action on a substantial item from the Strategic Plan, StopWaste staff will make a presentation at the TAC meeting. Under the current meeting calendars, this will give a minimum of 17-40 calendar days between the presentation to TAC and the first meeting at which Board members would consider the substantial item publicly. The following items, at minimum, are considered to be substantial: Franchise Task Force Recommendations, Mandatory Recycling or Food Scrap Requirements, Revenue Decisions Affecting Ability to Invest in Facilities, and Adoption of Interim and more Detailed Targets for Sustainability Filters.
- StopWaste staff members will prepare a presentation, but not distribute a written draft staff report. TAC members will need to be present at the meeting for these items or they may miss their opportunity for an early briefing and early, private input. TAC members may make comments either at the meeting, or have three to five working days after the meeting to provide comments by phone or email (three if the item is scheduled for the Administration and Organization Committee; five in all other circumstances).
- During the TAC meeting, StopWaste staff will verbally summarize all questions, concerns or other input from the TAC to ensure that they are accurately captured.

- StopWaste staff will endeavor to answer questions and resolve concerns prior to releasing a public staff report.

This process will allow adequate time for member agency staff to brief their agency administrators or Board members (if they choose to) well before any public meetings, and provide informal but written questions and concerns that StopWaste staff will then have adequate time to address prior to releasing any public documents. Please note that there will also be time for Board members to consult with their chief executives or staff between the first and subsequent Brown Act noticed meetings on all substantial items. StopWaste staff will not schedule a final Board action until the second or subsequent Brown Act noticed meeting on a substantial item.

DESCRIPTION OF SUBORDINATE SCHEDULES

The next year will be a very busy one for StopWaste.Org staff. In addition to our regular projects, we will engage in numerous special projects that gradually implement the new strategic approach, and gather information critical for future public policy decisions. Two of the new projects deserve a more detailed description and schedule.

Schedule for the Franchise Task Force (Figure 6)

The Franchise Task Force will review all existing franchise agreements and associated contracts or situations (e.g., City of Berkeley direct service arrangements) that substantially affect our collective ability to achieve the Discard objectives of this Workplan (75% diversion as soon as possible; nearly all the right stuff in the right places by 2020). The Task Force will include a steering committee composed of StopWaste.Org staff and staff from selected member agencies (we have asked Emeryville, Fremont, Hayward, Oakland and Livermore staff to participate; based on geographic distribution, type of arrangements, and other factors). The Task Force will also engage the full Member Agency Technical Advisory Committee (TAC), franchise holders, and other interested parties (e.g., independent recyclers, non-profit organizations). Appendix D is a preliminary scope of work for the task force.

Figure 6 presents the schedule for the Franchise Task Force. We anticipate having recommendations before the WMA Board by March 2011. The Program and Planning Committee will be kept informed during the Task Force process, and will ultimately make a recommendation to the WMA Board.

One outcome of the Franchise Task Force work will be forwarded to the Recycling Board for a decision. It is: “What are the standards for an adequate commercial recycling program under the County Charter?” Measure D funding is provided to Member Agencies only if their commercial recycling programs are ‘adequate,’ but a definition of adequacy has not been developed by the Recycling Board. This Workplan proposes to develop several possible definitions and bring them to the Recycling Board for a decision after completion of the Franchise Task Force process.

Schedule for the Advance Disposal Fee Task Force (Figure 7)

The Advance Disposal Fee Task Force will be established to consider fees on hard-to-recycle, hard-to-compost, hazardous, and litter prone product categories in the waste stream as a way to

diversify revenue sources beyond per-ton landfill fees, and to send a price signal that these types of products are costly to society. This effort will be coordinated with city efforts to comply with new litter reduction requirements set by the California Regional Water Quality Control Board to reduce litter from storm sewer systems by 40% by 2014 and 70% by 2017.

To assist in this effort, consultants will review existing advance disposal fee administration systems for items such as electronic waste, tires and oil, and other hazardous and litter categories and will recommend an appropriate fee administration system for selected product categories. A consultant with expertise on sales tax systems will also assist the effort. The Authority acting as the lead agency on this project will pay for legal review and consulting fees, but the task force will consist of members from a cross disciplinary group impacted by these product categories, including representatives from storm water agencies, the County HHW program, retailers, solid waste haulers, and industry associations. The goal of the task force will be to select targeted products for a fee, and recommend an appropriate fee amount and fee administration system that includes collection and enforcement mechanisms. The selected product categories and recommended fee system will be presented to the Authority Board for their consideration and adoption.

Figure 7 presents the schedule for the advance disposal fee task force. We anticipate having recommendations before the WMA Board by February 2011. The Administration and Organization Committee will be kept informed during the Task Force process, and will ultimately make a recommendation to the WMA Board. The WMA Board already has the power to implement such fees on hazardous wastes, subject to some limitations.

A NOTE ON GREEN JOBS

The current economic situation is bleak, although there are signs that the recession is at or near its 'bottom.' Unemployment in California is very high and state and local governments are laying off workers, shortening work hours, or reducing services in other ways. Within this context, why is StopWaste.Org proposing to aggressively pursue continued reduction of the waste stream in Alameda County and to slightly expand its workforce (hire a communications officer or director)?

In part, because waste reduction implemented properly creates good green jobs. Material recovery and composting facilities employ more workers per ton of material handled than landfills. Although the work is gritty, so to speak, these jobs usually pay well above the minimum wage and provide medical insurance and other benefits. Further, implementing sustainability filters like Green Building, Bay-Friendly Landscaping, Environmentally Preferable Purchasing and business waste reduction develops professional skills and creates demand for skills and products that can be exported to other regions of the United States or the world. The largest single category of US exports is professional services. Alameda County and the Bay Area in general are high-wage, high-education economies. We have a competitive advantage in knowledge-based businesses.

Waste reduction is not only good in general, but it builds on our local economic strengths. Figure 8 shows growth in green jobs in California from 1995 through 2008. Solid waste and recycling are the largest category, but they grew at the slowest rate of the 15 green job sectors shown in the

Figure. We can and should do better than that. We have the financial resources to help create hundreds or even thousands of green jobs in Alameda County. Now is not the time to cut back.

CONCLUSION

This Workplan is very ambitious. Carrying it out will require dedicated, focused, hard work. Nevertheless, we believe the Boards, member agency policy makers, service providers, member agency and StopWaste.Org staff, and Alameda County citizens and businesses are up to this challenge. The citizen-inspired vision of 75% and beyond, endorsed by more than 60% of voters over 20 years ago, demands a rigorous approach and high expectations of all parties, and that is what this Workplan provides.

FIGURES: http://www.stopwaste.org/docs/sp_figures.pdf

Figure 1: The Materials Management Cycle and Our Current Programs and Projects

Figure 2: Master Schedule

Figure 3: Categories of Current Expenditures

Figure 4: Internal and External Funding

Figure 5: Revenue Projection Through Fiscal Year 2020

Figure 6: Franchise Task Force Schedule

Figure 7: Advance Disposal Fee Schedule

Figure 8: Green Job Growth in California, 1995-2008

ATTACHMENTS: http://www.stopwaste.org/docs/sp_appendices.pdf

Appendix A: Activities List Through 2020

Appendix B: Existing CoIWMP Goals and Objectives

Appendix C: Recycling Plan General Policies

Appendix D: Preliminary Scope of Work for the Franchise Task Force

Figure 1: Materials Management Cycle and Our Current Programs and Projects

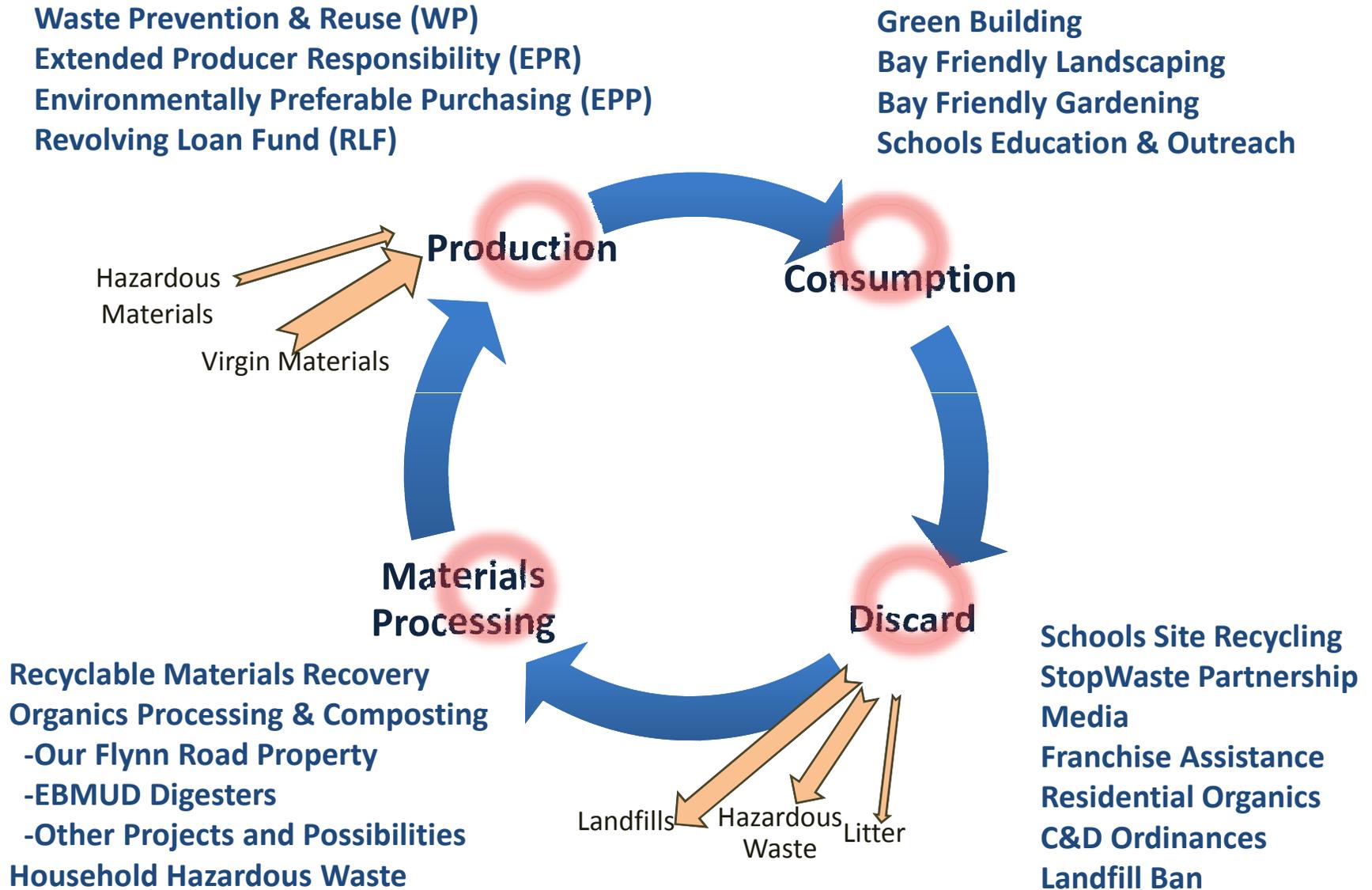
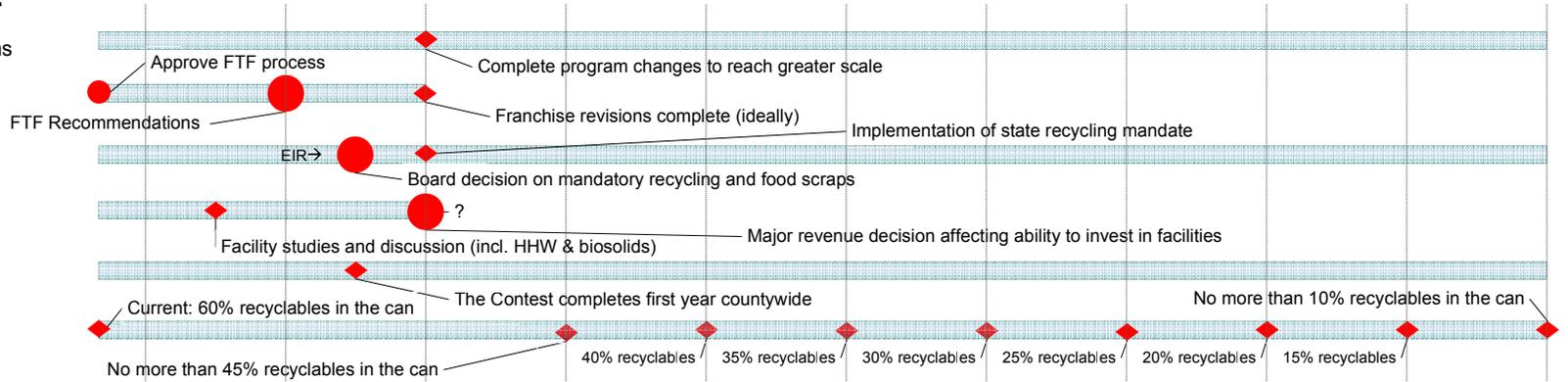


Figure 2: Master Schedule

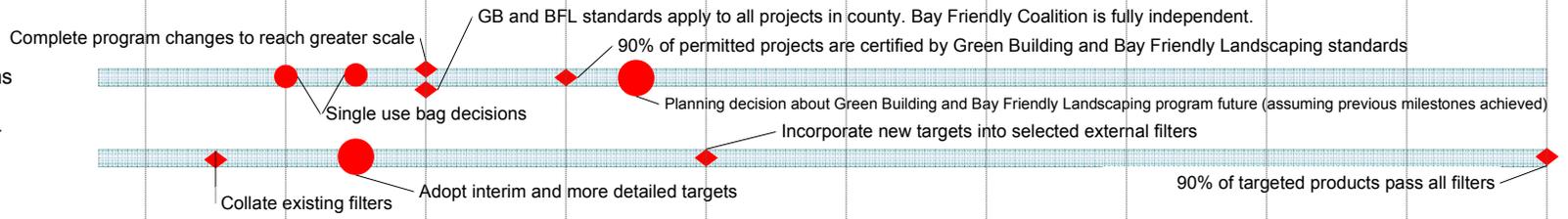
Discard Management

- Continue (but adapt) core programs
- Franchise Task Force
- Additional mandates
- Facility studies and investments
- Implement direct measurement (The Contest)
- Get to 75% and Beyond



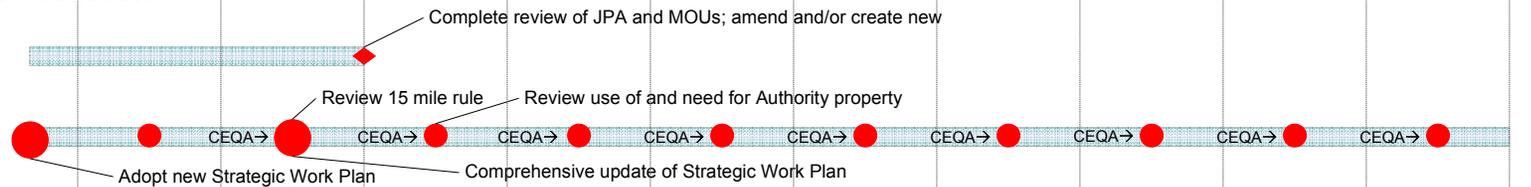
Product Decisions

- Continue (but adapt) core programs
- Develop and implement targets for four product focal areas: RC, HW, HTR, WP



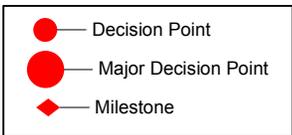
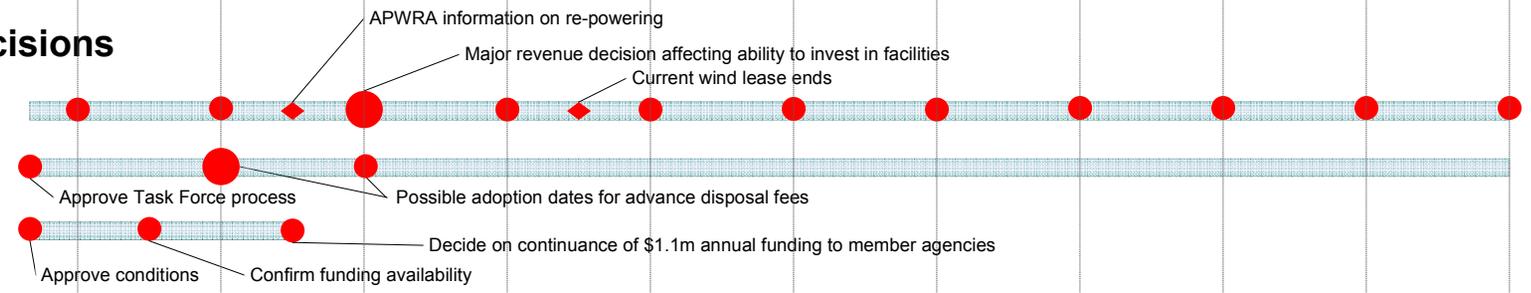
Governance & Planning Decisions

- Review JPAs, MOUs, etc.
- Update Work Plan, ColWMP and SRRP Annually



Spending & Revenue Decisions

- Annual budget and fee decisions
- Advance Disposal Fee Task Force
- Mitigation Fund Conditions



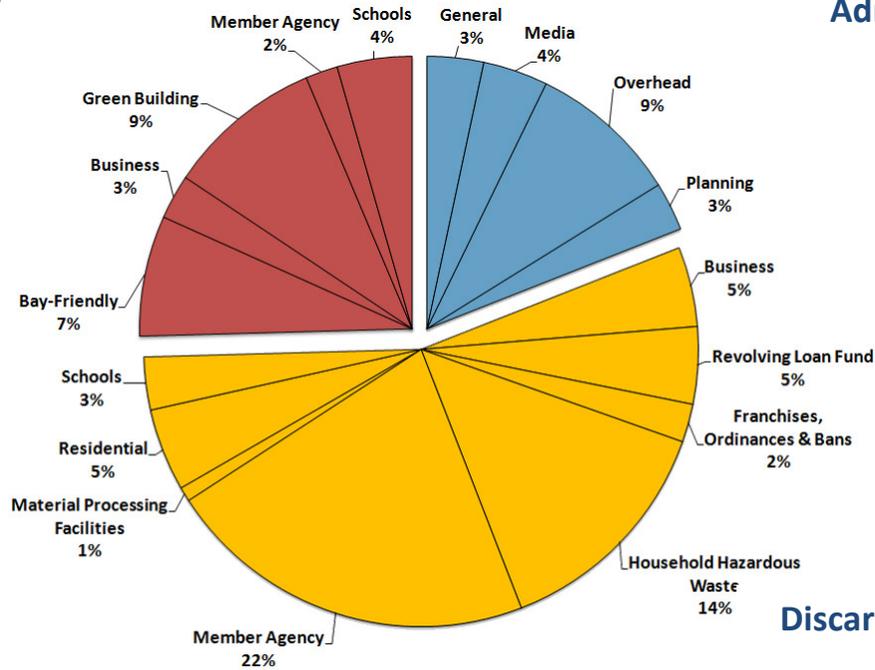
7/10 7/11 7/12 7/13 7/14 7/15 7/16 7/17 7/18 7/19 7/20

Figure 3: Categories of Current Expenditures

Total \$21.8 million

Product Decisions
25%

**Communication
Administration &
Planning**
19%



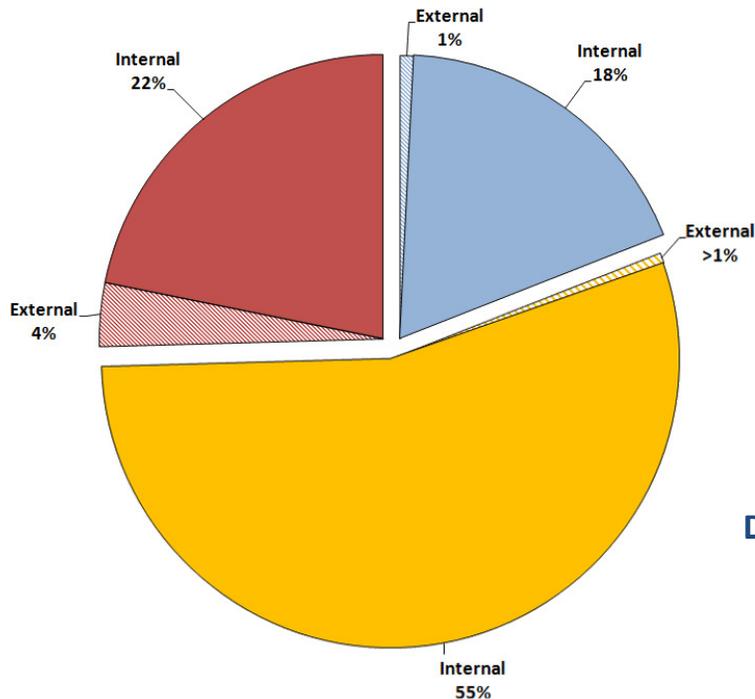
Discard Management
56%

Figure 4: Internal and External Funding

Total \$21.8 million

Product Decisions
25%

**Communication
Administration &
Planning**
19%



Discard Management
56%

Figure 5: Revenue Projection Through Fiscal Year 2020

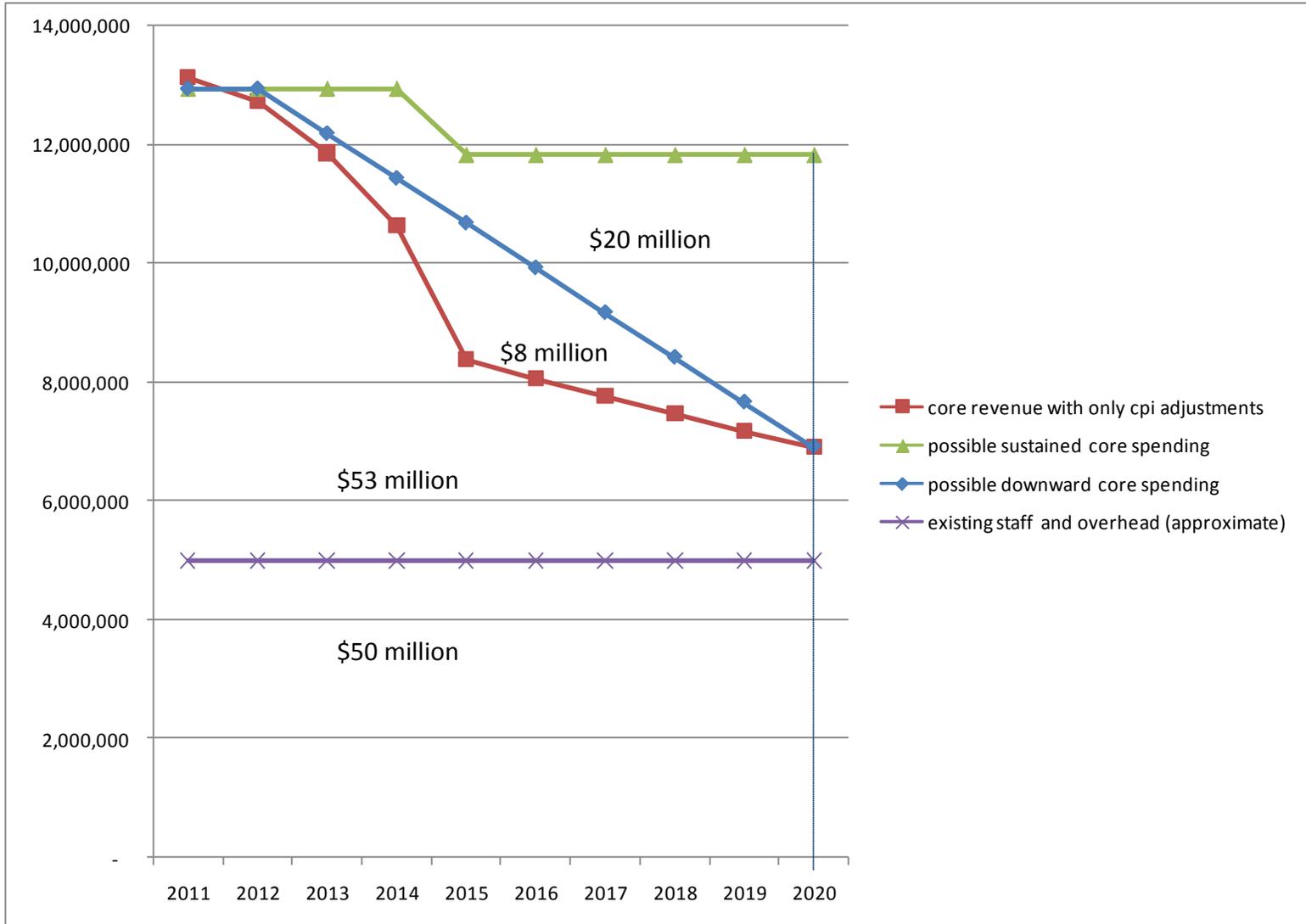


Figure 6: Franchise Task Force Timeline

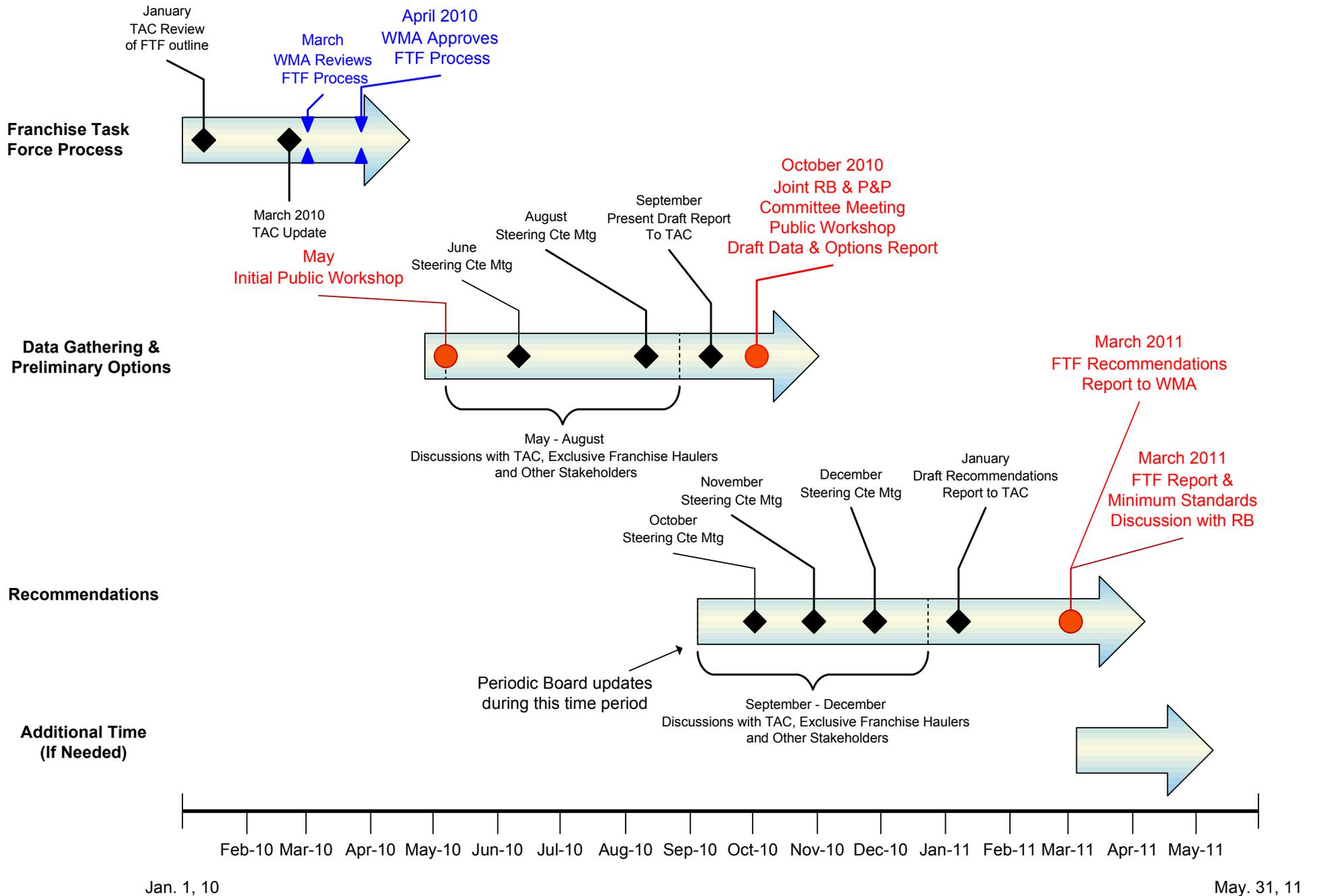


Figure 7: Advance Disposal Fee Task Force Timeline

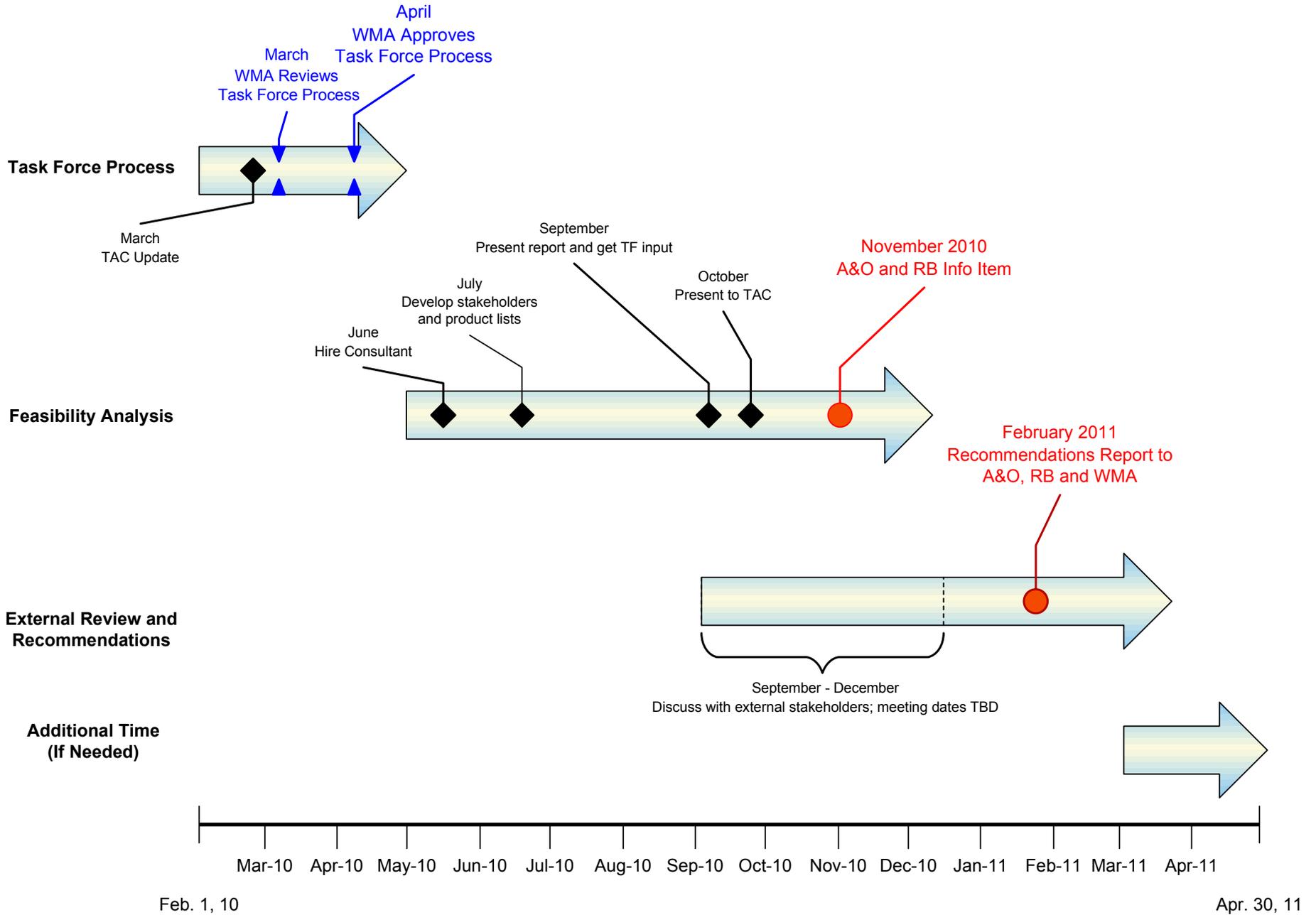
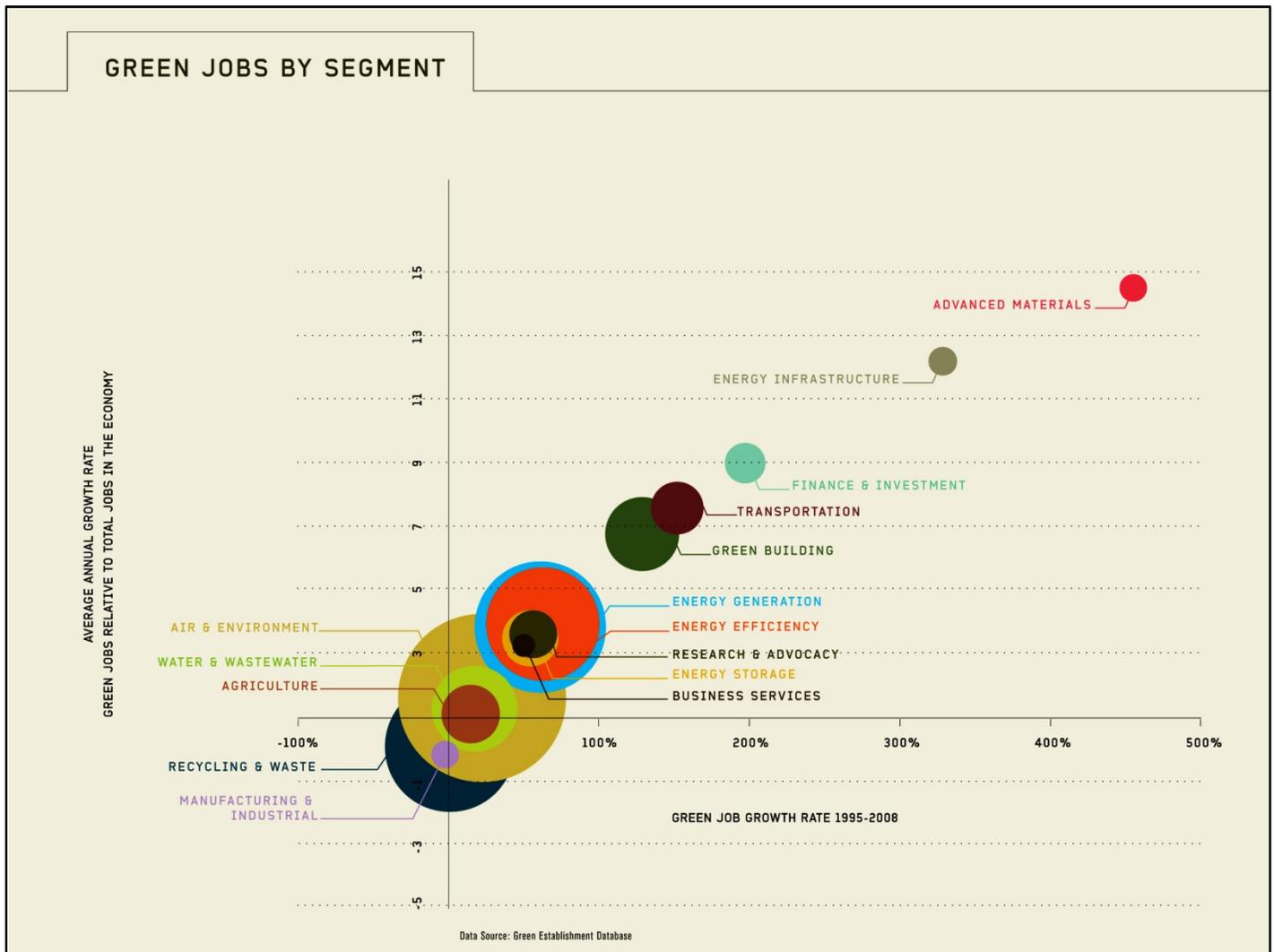


Figure 8: Green Job Growth in California



The 15 segments of California’s Core Green Economy are growing at different rates. In the chart below, each “bubble” represents one of 15 green segments, and its size illustrates the relative employment size. While Advanced Materials is one of the smallest in number of jobs, it has grown the fastest, by 455 percent, between 1995 and 2008. Similarly, employment in Energy Infrastructure expanded by 328 percent.

On an average annual rate, ten of the 15 green segments grew at a rate more than three times that of the state as a whole.

Source: *Many Shades of Green: Diversity and Distribution of California’s Green Jobs*
Next 10 & Collaborative Economics

Appendix A: Activities List Through 2020

Communication, Administration and Planning	
<p>CoIWMP and Source Reduction and Recycling Plan (SRRP) Connections</p> <p>Activities within this area fall within the following:</p> <ul style="list-style-type: none"> Title 14 of the California Code of Regulations, Article 8 County Charter Subsections 64.040, 64.050, 64.060, 64.130 CoIWMP Objectives 3.1-3.5, 4.1-4.5, 5.1-5.6, 6.1-6.4, 6.6, 7.1-7.9 SRRP General Policies 3, 4, 7, 10, 12, 13, 15 SRRP Media and Outreach Objectives (All) SRRP Research and Legislative Advocacy Objectives 2-9, 12, 15 	
<p>Performance Metrics</p> <p><u>Existing:</u></p> <p>Annual audit and management letter. Annual Recycling and Sustainability Index.</p> <p><u>Proposed:</u></p> <p>All planning documents and analysis noted below completed by the end of FY11/12. Agency’s annual audit continues to contain no exceptions. Additional performance metrics to be established.</p>	
<p>Work Areas</p> <p>Governance Planning General Agency Communications General Agency Administration and Overhead Performance Metrics</p>	
Governance FY10/11 – FY11/12	Governance FY13 – FY20
<p><u>Projects:</u> WMA Administration (7197); RB Administration (7198)</p> <p><u>Short Term Core Activities</u></p> <ul style="list-style-type: none"> • Review terms of Joint Powers Agreement and MOU between the Authority and Recycling Board in light of Strategic Plan; propose 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> • Implement changes (if any) to JPA and/or MOU, general agency governance, and allocation of resources. • Execute new MOUs (if any) following governance review. • Approve agreement with San Francisco re: new Mitigation Funding (if

<p>changes (if any) to further progress towards joint goals (July 2012).</p> <ul style="list-style-type: none"> Review CoIWMP and Recycling Plan to identify ways to increase effectiveness of joint agency governance and dovetail alignment of mandates between the boards (July 2012). Explore development of new MOUs with storm water agencies, East Bay EDA, and others. Review all existing MOUs with other agencies (e.g., Alameda County/HHW program) (July 2012). Negotiate a cooperative agreement with San Francisco, using new Mitigation Money (if any) to support legislation and related initiatives of mutual benefit. 	<p>any).</p> <ul style="list-style-type: none"> Review Governing documents regularly.
<p>Planning FY10/11 – FY11/12</p>	<p>Planning FY13 – FY20</p>
<p><u>Projects:</u> General Planning (0401); CoIWMP Amendments (0013); Legislation (7033); RB Five Year Audit (0201) - subset of activities for programmatic evaluation; Technical Advisory Committee (7064); Disposal Reporting (7017)</p> <p><u>Short Term Core Activities</u></p> <ul style="list-style-type: none"> <u>Technical Assistance and Training:</u> Work with member agencies and facility operators on any CoIWMP siting issues and amendments. Monitor transfer station and landfill proposed changes and impacts on processing and landfill capacity. Work with member agencies on implementation of ordinances, policies and mandates. Provide monthly coordination with Technical Advisory Committee on topics in the Plan and general local program administration.* <u>Standards, Policies and Mandates:</u> Update CoIWMP and Recycling Plan to reflect adopted Strategic Workplan and perform related CEQA review (Dec. 2010). Evaluate mandatory recycling approach and single use bag fees and/or bans, make recommendations and perform related CEQA review (June 2012). Comprehensively update Strategic Workplan (Dec. 2011). Review policies in the CoIWMP including the 15-mile rule (Dec. 2011). Amend CoIWMP and perform additional CEQA review as needed based on Board decisions. Monitor, analyze and sponsor legislation that supports agency’s priorities (Extended Producer Responsibility, bottle bill).* <u>Research and Regulation:</u> Monitor and analyze changes in regulations (e.g., AB939, AB32/Climate Change) as they apply to Agency mandates and programs. Research emerging issues. Comply with state disposal reporting requirements. Review and comment on other 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> Continue activities noted by * at left. Update Strategic Workplan annually in the Fall. Perform CoIWMP Five Year Review in 2014. Develop and implement any new standards, ordinances, and policies. Evaluate ownership of property relative to need for landfill capacity and facility siting.

<p>agencies’ planning documents and EIRs as they relate to Agency programs. Monitor local and regional disaster debris plans, and provide input. Help shape and monitor carbon protocols for waste diversion related projects. Participate in the development of selected local, regional and state climate action plans to ensure inclusion of Agency priorities.*</p> <p><u>Short Term Supplemental Activities</u></p> <ul style="list-style-type: none"> Participate more broadly in the development of additional local, regional and state climate action plans to ensure inclusion of Agency priorities. 	
<p>General Agency Communications FY10/11 – FY11/12</p>	<p>General Agency Communications FY13 – FY20</p>
<p><u>Projects:</u> Communications Administration (previously Multimedia Support) (8003); Recycling Information Services (9029); Agency Sponsorships and Memberships (previously Agency Seminar) (7001)</p> <p><u>Short Term Core Activities</u></p> <ul style="list-style-type: none"> <u>Media and Other Outreach:</u> Hire a Communications/Public Outreach Manager to be the lead for: comprehensive media/communications strategy; media budget and resource allocation; coordination and implementation of all media-related projects; and measurements of outcome. Centralize media and marketing to ensure coordinated and consistent media message across Agency programs (July 2010). Maximize and coordinate local media advertising and news. Increase public relations opportunities. Develop agency collateral, general and program specific, in print, electronic, website and other media. Continue to refine website. Include multicultural/multilingual, web 2.0 social marketing, and community-based social marketing as part of the agency’s media strategy.* <u>Technical Assistance and Training:</u> Provide information and recycling resources to the general public, member agencies, businesses, schools and other organizations. Maintain up-to-date recycling resources on the Agency website. Respond to inquiries through the Recycling Information Hotline and Agency guestbook. Provide input to member agency outreach campaigns as requested.* <u>Financial Assistance:</u> Sponsor outside organizations supporting 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> Continue activities noted by * at left. Additional activities to be developed after hiring of Communications/ Public Outreach Manager.

<p>Agency priorities, such as CRRA, NCRA, ABAG, and CAW. Sponsor conferences and events, such as the annual California Resource & Recycling Association annual conference and the Agency Seminar.*</p> <ul style="list-style-type: none"> • <u>Outside Funding and Collaboration</u>: Continue to provide coordination and support of regional media efforts, including BayROC and member agency Used Oil campaigns. Partner with Bay Area agencies to create an integrated and comprehensive recycling resource database, easily accessible and searchable online. Assist in grant solicitations. Leverage media outreach and funding.* • <u>Monitoring and Measurement</u>: Evaluate outreach programs through surveys, participation studies, and other quantitative and qualitative research. * <p><u>Supplemental Activities</u></p> <ul style="list-style-type: none"> • Explore development of volunteer/ intern corps as part of the Agency’s media strategy. Consider publishing Recycling Guide in hard copy, if sufficient people without electronic access require it. 	
<p>General Agency Administration & Overhead FY10/11 – FY11/12</p>	<p>General Agency Administration & Overhead FY13 – FY20</p>
<p><u>Projects</u>: WMA Administration (7197); RB Administration (7198); Property Management (7092); Accounting Mitigation Fund (7093); Recycling Board Five Year Audit (0201 – subset of activities for member agency accounting audit; General Overhead Projects</p> <p><u>Short Term Core Activities</u></p> <ul style="list-style-type: none"> • <u>Board</u>: Administer monthly meetings of the Waste Management Authority and Recycling Boards.* Review current allocation of resources from the Authority and Recycling Board and adjust in light of Strategic Workplan development and any governance changes (July 2012). • <u>General</u>: Provide for overall operations of the agency, including property, facilities and equipment; personnel administration; budget and accounting; information technology; and general support in accordance with all applicable laws, Generally Accepted Accounting Practices (GAAP) and public agency best practices.* • <u>Revenue</u>: Explore diversification of revenue sources. Convene Advance Disposal Fee (ADF) Task Force Working Group to evaluate 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> • Continue activities noted by * at left. • Adjust size and core operations of the Agency for the long term. • Adjust resource allocation as per adopted Strategic Workplan. • Transition funding base of Agency as per Board decisions. • Implement approved policies on investments, trusts and reserves. • Evaluate property ownership relative to ongoing revenue needs. • Continue RB Five Year Financial Audit as per Measure D.

product fees on hard to recycle, hard to compost, hazardous and litter prone products. Make recommendation on ADF (July 2011). Investigate other ways to diversify revenue (May 2012). Review and, if feasible, recommend changes in the Agency's policies on investments, trusts and reserves (June 2011).

- Budget: Monitor revenue and expenditures and provide periodic long range fiscal forecasts. Monitor size and use of Agency reserves. Augment and/or adjust reserves as needed for long term projects. Analyze proportion of overhead and administration expenses to total budget; create greater efficiency in operations. Perform annual Agency Audit.* Implement new budget, accounting and project management systems (Dec. 2011). Review allocation of resources between Product Decisions and Discard Management in Strategic Plan, and adjust for next planning phase. Dedicate Market Development reserve to Product Decisions in the short term, if needed (June 2012).
- Human Resources: Initiate and implement career development/ skill enhancement in areas that support the goals and objectives of the agency mission. Manage size, composition and compensation of Agency work force.* Recruit and hire Communication Manager (July 2010). Revise the Human Resources Manual personnel performance review procedures and bring to the A&O Committee and WMA Board for possible adoption of merit pay provisions and procedures (Dec. 2010). Make long term recommendations for size and composition of Agency work force (June 2012).
- Property Management: Consider migrating cattle grazing to single professional tenant (Oct. 2010). Consider options for reducing risk /liability by realigning or modifying Patterson Pass residential property (June 2011). Continue to managing grazing, wind and communication leases and residential property tenants. Continue to participate in Altamont Pass Wind Resources Area, Habitat Conservation Plan (HCP)/Natural Community Conservation Plan (NCCP) and East Alameda County Conservation Strategy and evaluate potential impacts on Authority-owned property. Monitor progress of wind repowering on Agency property and determine potential revenue impacts.*
- Monitoring and Measurement: Perform RB Five Year financial audit.

<p>Complete Phase I financial audit and consider recommendations on financial procedures and recordkeeping (July 2010). Complete Phase II of the RB Audit and make recommendations (Dec. 2012). Perform Agency annual financial audit and address recommendations or exceptions, if any. Perform routine review of information technology environment and keep software and hardware up to date.*</p> <p><u>Short Term Supplemental Activities</u></p> <ul style="list-style-type: none"> • Apply for CAFR (Comprehensive Annual Financial Reports) award for Fiscal Year 11/12. • Review and revise, as needed, current internal policies and procedures. • Explore options for more efficient records tracking and management. 	
<p>Performance Metrics FY10/11 – FY11/12</p>	<p>Performance Metrics FY13 – FY20</p>
<p><u>Projects:</u> TBD</p> <ul style="list-style-type: none"> • <u>General</u> : Continue using the annual audit as a performance metric for overall Agency administrative and financial functions. Revise long term revenue forecasts each year as part of the annual Fall planning update. Revise statistics-based projection of tons subject to fees and associated revenues in the next fiscal year during the annual Spring budget process. Monitor progress toward the milestones and decision points shown in Figures 2, 6, and 7 of the Strategic Workplan.* • <u>Discard Management</u>: Define in greater detail how the new discard outcome shown in Figure 2 (low percent of recyclables and compostables in garbage containers) will be measured (e.g., weight or visual assessment of volume), where it will be measured, how it could be enforced if objectives were made mandatory at a future time, and any related metrics needed to support other objectives (e.g., less than 10% garbage in recycling containers to control costs in recycling operations). Develop CoIWMP and SRRP amendments by that implement the new metric and formally establish performance objectives and associated dates, e.g., less than 10% by 2020 (Dec. 2010) • <u>Product Decisions</u>: Define in greater detail how the new product outcome of high percentages of products in specified categories (e.g., paints and sealants) passing our sustainability filters will be measured, 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> • Continue activities noted by * at left. • Monitor progress toward the milestones and decision points shown in Figure 2 of the Strategic Workplan. • Monitor progress toward any other StopWaste.Org goals, objectives, or policies that have a completion date specified in writing in the CoIWMP, SRRP, or amended Strategic Workplan. • Recommend changes in planning documents as necessary or appropriate in the annual Fall planning cycle. • Recommend changes in programs as necessary or appropriate in the annual Spring budget cycle.

and how such measures could be enforced if objectives were made mandatory at a future time. Address at least the four following focus areas: waste prevention, source reduction of hard-to-recycle or compost products, source reduction of hazardous waste, and recycled content in products. Develop CoIWMP and SRRP amendments by that implement the new metrics and formally establish performance objectives and associated dates, e.g., 90% of purchases pass filters by 2020 (Dec. 2011). Amend the Strategic Workplan by to describe more specifically how (or whether) life-cycle analysis will be used to establish priorities within the Product Decisions working group (Dec. 2011).

- Sustainability Metrics: Continue the metrics included in Appendix A of the budget (e.g., per capita solid waste generation, water use, energy use), and use as guidance for planning decisions in the annual Fall planning cycle proposed in this plan rather than in the annual Spring budget. Discontinue these metrics, however, if the Product Decision metrics, when developed, perform an equivalent function.

Discard Management

CoIWMP and Source Reduction and Recycling Plan Goals and Objectives

Activities within this area fall within the following:

CoIWMP Objectives: 1.1-1.3, 2.1, 2.3, 2.4, 2.6, 2.7, 3.1-3.3, 4.4, 5.1, 5.2, 5.6, 6.1-6.3, 6.5, 7.1, 7.2, 7.4, 7.7-7.9

County Charter Subsections: 64.060, 64.070, 64.090, 64.100, 64.110

SRRP General Policies: 1, 3-15

SRRP Green Building Objectives: 1, 4-6, 10

SRRP Business Objectives: 1, 3, 5, 7, 9, 10, 11, 13

SRRP Schools Infrastructure Objectives: 1-9

SRRP Research/Legislation General Objectives: 1, 2, 10

Performance Metrics

Existing:

Achieve countywide waste reduction of 75% by 2010.

Achieve by recycling countywide waste reduction of 55% by 2010.

Divert 8,000 new tons of C&D waste annually by 2010.

Reduce percentage of C&D waste from 21% to 12% of total by 2010.

Process 180,000 tons of organics annually in an in-county facility by 2010.

Divert 5,000 new tons of commercial waste annually by 2010.

Dispose no more than 1.2 million tons in 2010.

Proposed (all targets measured by weight):

90% of targeted recyclable/compostable materials are recovered by 2020, with interim targets for each year.

"Process residuals" comprise no more than 10% of materials source-separated for recycling or composting by 2020.

Readily-recyclable, target materials comprise no more than 10% of discards deposited in landfills by 2020.

Interim Targets: Readily-recyclable, target materials comprise no more than 45% of total landfilled materials by July 2013; 40% by July 2014; 35% by July 2015; 30% by July 2016; 25% by July 2017; 20% by July 2018; 15% by July 2019.

Work Areas

Materials Processing Facilities

Business and Public Agencies

Residential

Franchises, Ordinances and Bans ("Rules")

Member Agency Discard Programs

Household Hazardous Waste

Materials Processing Facilities FY10/11 – FY11/12	Materials Processing Facilities FY13 – FY20
<p><u>Projects:</u> MRF Capacity Expansion (9005); Organics Processing Development (7019); Market Development (0010 - subset of activities for beneficiation siting); Multimedia Outreach (8003 - partial)</p> <p><u>Short Term Core Activities</u></p> <ul style="list-style-type: none"> • <u>Financial Assistance:</u> Conclude two new five-year incentive payment deals for expanded MRF capacity and recovery in East and South County targeting C&D and recyclables-rich self-haul and commercial loads (depending on available funding) (June 2012). Offer low-interest loans to businesses and non-profits to support growth and retention of recycling, reuse and other related industries through the Revolving Loan Fund.* Revise and refine loan fund guidelines to identify risk tolerance and diversification of loan portfolio. Seek external funding sources to capitalize Revolving Loan Fund. Explore partnership opportunities with organizations such as EDA and others to promote RLF (June 2012). • <u>Infrastructure:</u> Continue feasibility studies for composting at North Flynn Road and indoor composting with or without anaerobic digestion; evaluate existing MRF capacity relative to diversion goals (June 2011). Reach a decision on whether and how to pursue ensuring adequate, economical composting capacity for Alameda County organics, and how to proceed with facility investment decisions overall (June 2011). Develop "cost cap" criteria for facilities processing (Dec. 2011). Continue support for studies which evaluate the environmental and economic impacts of various processing technologies including climate change and employment.* • <u>Market Development:</u> Offer assistance to materials processors looking to locate in Alameda County, including quantity data and sourcing and marketing contacts. Help secure assistance from outside parties (e.g. for siting and permitting).* • <u>Outside Funding and Collaboration:</u> Initiate and organize Bay Area working group to develop mixed C&D Processor Certification Protocol (Dec. 2011). Monitor and consider supporting appropriate biosolids management efforts by others.* • <u>Monitoring and Measurement:</u> Track quantities and sources through the Davis Street MRF and through any new MRF Incentive projects 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> • Continue activities noted by * at left. • Focus on attracting local processors for demolition gypsum wallboard, asphalt roofing and carpet, if markets still inadequate. • Continue working to retain and attract secondary materials processors. • Implement decisions and direction from Boards based on results of MRF capacity and organics studies. (See Franchises, Ordinances and Bans work area below for other possible long-range facility development options.) • Under Board direction and to the extent funds are available, continue support for processing facilities and technologies that advance the Agency mission. • Continue to pursue, recommend and implement strategies to develop and sustain processing facilities (e.g. flow control, wheeling agreements, etc.). • Continue tracking and evaluating materials flows to existing infrastructure in and out of the county. • Develop and implement regional certification protocol for mixed C&D processors throughout the Bay Area. • Monitor on-going need for facilities as hazardous products are replaced with non-hazardous products, recognizing the need to address legacy waste. • Evaluate material processing options for multi-family and other hard-to-manage waste streams as they become available and are implemented by member agencies or elsewhere. • Monitor commercial building materials reuse facility for operations and use, assuming one is developed. • Implement Board decision on facility investments. • Implement cost cap to prioritize discard-related projects.

<p>and/or other new facilities, including those referenced in the Cooperative Facility Fee Implementation Agreements approved by the WMA in January, 2010. Monitor progress towards CoIWMP/Recycling Plan goal of diverting 180,000 new tons of organics since 2000. Audit diversion rates at regional mixed C&D processing facilities.*</p> <p><u>Short Term Supplemental Activities</u></p> <ul style="list-style-type: none"> • Additional MRF incentive deals based upon funding availability. • Track current flows of recyclables and compostables to processors and end markets by distance, quantity and quality of end-market. • Add additional Agency resources for biosolids diversion projects, with or without other solid waste feedstocks. • Support outside organizations with similar or overarching objectives (US Composting Council, Certified Organics, BioCycle, etc.) • Investigate and, if appropriate, establish and participate in regional working group to develop a Commercial Building Materials Reuse Facility (June 2011). 	
<p>Business and Public Agencies FY10/11 – FY11/12</p>	<p>Business and Public Agencies FY13 – FY20</p>
<p><u>Projects:</u> StopWaste Partnership (7013); School Infrastructure (0121); Mini Grants (7052); Multimedia Outreach (8003 - partial); Revolving Loan Fund (9999); Grants to Non-Profits (7050)</p> <p><u>Short Term Core Activities (FY10/11 – FY11/12)</u></p> <ul style="list-style-type: none"> • <u>Technical Assistance and Training:</u> Provide waste reduction technical assistance to 200 medium to large businesses and organizations. Provide trainings for school custodial staff. Provide “do-it-yourself” calculators and other resources to support adoption of recycling and sustainability measures in business and schools.* Support food scrap recycling programs in select school districts and provide food scrap technical assistance to businesses.* Pilot a business assistance internship program (June 2011). Explore auditor qualification training program (June 2012). Plan for a phase-down of direct technical assistance to businesses and implementation of "scalable" outreach plan (June 2012). • <u>Financial Assistance:</u> Provide grants to businesses and non-profits each year, including 10% of Measure D revenue dedicated to eligible 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> • Continue activities noted by * at left. • Increase awareness and provide support for participation in state and local commercial diversion requirements. Increase verification and compliance with commercial diversion requirements. Continue to promote tracking systems for businesses. • Scale back direct technical assistance of in-depth audits and implement "scalable" strategy (e.g. fee-for-service audits and technical assistance, enforcement of mandatory requirements, etc.). • Develop web based tools and information protocols for schools that enable school district staff to independently track waste stream and recycling invoices. • Implement cost cap to prioritize discard-related projects.

nonprofit organizations.*

- **Collection and Recovery Programs:** Provide input to Franchise Task Force on commercial sector best practices in franchise incentives, and performance metrics (June 2011). (See Franchises, Ordinances and Bans below for more information)
- **Market Development:** Research options for difficult-to-recycle materials and match customers with potential vendors.*
- **Outside Funding and Collaboration:** Partner with external organizations to deliver waste reduction messages to the commercial sector, such as Chambers of Commerce, business associations and economic development staff.*
- **Standards, Policies and Mandates:** Develop a plan for an Agency-sponsored countywide supplement to the state-wide commercial recycling mandates that will go into effect July 2012, including more specific requirements, implementation and verification system (June 2012). If directed by the Board, develop a separate countywide mandatory recycling ordinance for businesses and perform related CEQA work (Dec. 2011).
- **Media and Other Outreach:** Promote services and resources available for commercial diversion implementation via Chambers of Commerce, haulers, business associations, and other media. Recognize and promote outstanding business success stories each year.* Finish first full year of the Contest in the commercial sector to provide increased incentives to divert more materials (Dec. 2011).
- **Monitoring and Measurement:** Monitor commercial/industrial sector diversion and awareness of services available. Track tons of diverted materials through commercial technical assistance. Monitor countywide commercial Contest participation. Track waste stream service and recycling invoices for in-County school districts. Continue to tie performance deliverables to payment disbursements for measurement/monitoring to Grants to Non-Profits recipients.*

Short Term Supplemental Activities

- Provide waste reduction technical assistance to up to 50 additional medium and large businesses/organizations.
- Provide more grants to businesses and/or non-profits.
- Provide more school district trainings and technical assistance

<ul style="list-style-type: none"> Explore partnering with program staff from San Francisco, San Mateo, and San Jose on the development of the "Green Star Schools" program. (See Product Decisions Work Group for more information on Green Star Schools.) 	
Residential Discards FY10/11 – FY11/12	Residential Discards FY13 – FY20
<p><u>Projects:</u> Organics Technical Assistance (0005); Multifamily Unit Assistance (0123); Compost and Worm Bin Distribution (9010); Multimedia Outreach (8003 - partial)</p> <p><u>Short Term Core Activities</u></p> <ul style="list-style-type: none"> <u>Technical Assistance and Training:</u> Continue to assist member agencies (as needed) with residential organics collection issues such as Light Brown Apple Moth, Sudden Oak Death, and other regulatory issues that arise. Transition technical assistance project to the new Contest project, which will have elements for residential discard infrastructure, incentives, media and monitoring.* (See Media and Other Outreach work area below for more information.) <u>Outside Funding and Collaboration:</u> Continue to work with member agencies to identify funding sources for residential organics program materials (e.g. buckets, cart labels, promotional materials).* <u>Media and Other Outreach:</u> Continue promoting Residential Food Scrap collection through Spring 2010 at current levels. Implement the Contest pilot in two jurisdictions, to provide incentives for residents to set out more recyclable materials (June 2010). Transition food scrap media message to the Contest. Finish first full year of countywide implementation of the Contest (Dec. 2011). <u>Monitoring and Measurement:</u> Monitor Contest to refine participation data and quantification of discards from residential sector. Transition Contest monitoring from pilot to countywide. Continue monitoring residential food scrap participation audits (Jan. 2011). <p><u>Short Term Supplemental Activities</u></p> <ul style="list-style-type: none"> Continue relabeling carts as needed and provide financial assistance for application of labels. Continue semi-annual bill inserts for member 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> Continue activities noted by * at left. Continue to implement regional media around Contest and modify as needed. Continue technical assistance to member agencies as needed and funding is available. Continue monitoring participation in single family and multi-family residential with approved metrics. Continue evaluation of bin program using refined metrics. Pursue sponsorships, marketing opportunities for developed programs like the Contest, compost bin distribution, and multi-family outreach. Implement cost cap to prioritize discard-related projects.

<p>agencies that request them.</p> <ul style="list-style-type: none"> • Continue to evaluate barriers to higher levels of diversion faced by multi-family residents and facilities, such as enclosure size, location and convenience and container/collection systems. • Pilot the Recycle Bank Model in Multi Family sector to determine if it can be an effective tool to incentivize higher diversion. • Continue compost bin distribution through third party vendor and evaluate other avenues for bin distribution. Conduct surveys to monitor bin distribution effectiveness and long-term diversion impacts. 	
<p>Franchises, Ordinances and Bans FY10/11 – FY11/12</p>	<p>Franchises, Ordinances and Bans FY13 – FY20</p>
<p><u>Projects:</u> Franchise and Ordinance Assistance (0125); C&D Diversion (0009); Landfill Ban (0610); Multimedia Outreach (8003 - partial)</p> <p><u>Short Term Core Activities</u></p> <ul style="list-style-type: none"> • <u>Infrastructure:</u> Through Franchise Task Force, investigate how franchise agreements can support an integrated, county-wide system of facilities facility through mechanisms such as flow control, cost sharing, and regional and sub-regional facility development (June 2011). • <u>Technical Assistance and Training:</u> Assist member agencies with implementation of C&D ordinances.* Create master contract for online C&D tracking tool, train municipal staff in use of tool (June 2011). Assist member agencies (as requested) with franchise “best practices” and specifications. Compile comparative member agency program and franchise data. Assist facilities and generators with training in Landfill Ban implementation.* • <u>Collection and Recovery Programs:</u> Through Franchise Task Force, recommend consistent franchise provisions to incentivize diversion. Recommend minimum standards to support regional promotion, enforcement and data collection. Recommend sustainable revenue approaches to support optimal diversion (June 2011). • <u>Standards, Policies and Mandates:</u> Evaluate adding corrugated cardboard or other easily recyclable materials to the Landfill Ban and perform any required CEQA analysis.* Modify Plant Debris Landfill Ban ordinance based upon initial experience. Develop cost cap filter 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> • Continue activities noted by * at left. • Continue to implement and monitor recommendations of Franchise Task Force. • Evaluate and update model ordinances for adoption by member agencies. • Analyze and improve monitoring, reporting and data collection from diversion programs/activities operated under franchises or as a result of ordinances, mandates, or minimum standards. • Monitor web-based tracking for all Alameda County jurisdictions, chronicling C&D ordinances requirements and diversion amounts. • Continue to assist member agencies with implementation of ordinances, bans, model policies and minimum standards. • As needed provide, media support and outreach to audiences that are impacted by bans, mandates and ordinances. Provide outreach on minimum standards for customers and haulers. • Implement cost cap to prioritize discard-related projects.

<p>for discard-related projects (Dec. 2011).</p> <ul style="list-style-type: none"> • Media and Other Outreach: Continue and revise landfill ban outreach based on experience. Maintain and update information in Builders Guide for C&D diversion. Perform outreach to parties affected by other ordinances and policies, as well as stakeholders regarding development of any further bans, ordinances or minimum standards.* • Monitoring and Measurement: Track implementation of Franchise Task Force recommendations and develop metrics for monitoring effectiveness.* Develop standard reports for countywide C&D diversion through online tool (June 2011). Analyze annual reports from solid waste enterprises on Landfill Ban implementation. Review annual reports from member agencies on implementation and conformance with Import Mitigation and Measure D funding criteria. (Activity may include developing measurements by material or sector.) Continue to compile data from member agencies on rates, services and program results.* Develop metrics for monitoring effectiveness of bans, ordinances, and mandates (e.g. illegal dumping, disposal weight per unit volume of service, enforcement activity) (June 2012). <p><u>Short Term Supplemental Activities</u></p> <ul style="list-style-type: none"> • Develop recommendations for promotion of highest and best use of materials diverted through franchises and ordinances. • Explore regional partners and funders for market development studies of highest and best use. • Sponsor EPA’s Design for Deconstruction program. • Create case study on deconstruction and/or reuse project highlighting salvaged building materials. 	
Member Agency Discard Programs FY10/11-FY11/12	Member Agency Discard Programs FY113-FY20
<p><u>Projects:</u> Measure D Disbursement (7090); Mitigation Fund (7042)</p> <p><u>Short Term Core Activities</u></p> <ul style="list-style-type: none"> • Measure D Disbursement: Distribute funding to member agencies and perform accounting audits of member agencies as per the mandates of Measure D.* Review definition of “Adequate Commercial 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> • Continue activities noted by * at left. • Complete and present Recycling Board Five Year Programmatic and Financial Audit (12/2012). Implement any changes based on the Audit. • Continue Recycling Board Five Year financial and programmatic audit every five years.

<p>Recycling” for Measure D funding eligibility for member agencies. Begin Measure D Five Year Programmatic Audit as required, including analysis of related issues and additional performance metrics. Include comparison of Alameda County programs to other national models (Dec. 2012).</p> <ul style="list-style-type: none"> • <u>Mitigation Fund</u>: Disburse funding to member agencies in accordance with Mitigation Fund Guidelines. As part of FY10/11 budget adoption, establish monitoring and reporting requirements for Import Mitigation funding eligibility (for criteria already adopted, and for support of the Contest) in FY 10/11. Add and define new requirements for FY 11/12 (if funding available) - "acceptable" EPP policy adoption, and "good faith" effort to implement selected recommendations of Franchise Task Force (June 2011). Make decision on availability of Import Mitigation funds for disbursement to member agencies in FY 2011/12 (Dec. 2011). Make decision on Import Mitigation fund allocations past FY 2011/12 (Dec. 2012). 	<ul style="list-style-type: none"> • Implement any changes to conditions and eligibility for Measure D Disbursement and/or Mitigation Fund as per Board direction.
<p>Household Hazardous Waste FY10/11-FY11/12</p>	<p>Household Hazardous Waste FY113-FY20</p>
<p><u>Projects:</u> Countywide Household Hazardous Waste Program (0014); County Environmental Health Household Hazardous Waste Collection Program (administered separately)</p> <p><u>Short Term Core Activities</u></p> <ul style="list-style-type: none"> • <u>Infrastructure</u>: Continue to administer MOUs with County for operations of three HHW facilities (Oakland, Hayward and Livermore) and with City of Fremont for partial funding of their HHW facility. Provide HHW updates as needed to the Board on annual participation, costs and any recommended changes to operating hours for Oakland, Hayward and Livermore facilities, as per terms of MOU with the County.* • <u>Monitoring and Measurement</u>: Review annual participation and tonnages for all four HHW facilities.* Conduct comprehensive review of all four HHW facilities, including possible co-location at existing transfer stations (June 2012). • <u>Media and Other Outreach</u>: Continue marketing Oakland, Hayward and Livermore HHW facilities.* 	

Short Term Supplemental Activities

- Investigate retail take-back as recycling strategy for selected products (June 2011). Consider applying for appropriate HHW grants. Expand number of locations where batteries and pharmaceuticals are accepted countywide.

Product Decisions

CoIWMP and Source Reduction and Recycling Plan Goals and Objectives

Activities within this area fall within the following:

- CoIWMP Objectives: 1.3, 2.1, 2.2, 2.6, 3.1-3.5, 7.1, 7.4, 7.7-7.9
- County Charter Subsections: 64.080, 64.110
- SRRP General Policies: 1,2, 4-12, 15
- SRRP Green Building Program Objectives: 2, 3,5-9, 11
- SRRP Business Program Objectives: 1, 2, 4, , 6, 8, 9, 12
- SRRP Organics Program Objectives: 4-12
- SRRP Schools Education Program Objectives: 1-13
- SRRP Research and Legislation Advocacy Program Objectives: 5, 11-15

Performance Metrics – Existing and Proposed

Existing:

Achieve countywide waste reduction of 75% by 2010
 Achieve by source reduction and reuse countywide waste reduction of 20% by 2010
 All member agencies will have adopted C&D recycling ordinances by 2008, Civic Green Building ordinances by 2010, LEED as city reference document for private commercial projects by 2008, and Bay-Friendly Landscaping Ordinances by 2009.

Proposed:

90% of purchases in specified categories will pass through Agency-established sustainability filters by 2020.
 Within work areas, develop more specific targets, filters and measurements towards sustainable consumption patterns and integrate those with existing programmatic efforts.
 Specific to Green Building: Using existing filters (GreenPoint Rated, PACE, LEED, “Green Packages”): Retrofit 8,500 homes, create 1,100 local jobs and reduce 46,120 tons of CO2 by March 2013.

Work Areas

- Green Building
- Bay-Friendly Landscaping and Gardening
- Business/Government
- Schools

Green Building FY10/11 – FY11/12

Projects: Green Building Civic and Commercial (7055); Green Building Residential (9007); Green Packages (9002); Multimedia Support (8003 – partial)

Green Building FY13 – FY20

Anticipated Long Term Activities:

- Continue activities noted by * at left.
- Offer integrated services with other Agency programs (StopWaste

Short Term Core Activities

- **Technical Assistance and Training:** Shift focus from new construction to existing buildings (renovation, retrofit, operations and maintenance). Technical assistance will be provided to large-scale projects (e.g. multifamily developments) and entire departments/agencies (e.g. affordable housing organizations, housing authorities, city capital improvement and procurement departments). Continue to offer green building training to member agency project managers, and building and planning staff.* Conduct Green Packages/existing homes trainings to contractors and building inspectors (Dec. 2011). Offer incentives to those who are interested in becoming certified green contractors (Building Performance Institute, GreenPoint Rated, Certified Green Building Professional) by Dec. 2011.
- **Financial Assistance:** Offer grants to member agencies or developers that will change internal policies to significantly increase the use of recycled-content products and minimize construction waste in their projects.* Explore bulk purchasing agreements with retailers for high recycled-content products that can be purchased by grantees (Dec. 2012).
- **Market Development:** Identify building materials with a potential for increased recycled-content.*
- **Outside Funding and Collaboration:** Continue to seek funding from and partnerships with like-minded organizations. Incorporate stronger materials "measures" into various green building checklists and rating systems. Implement Countywide and Bay Area-wide green retrofit project ("Green Packages").*
- **Standards, Policies and Mandates:** Develop a model mandatory green building policy/ordinance for private developments (Dec. 2010). Work with member agencies on adoption of consistent policies (June 2011). Work with Build It Green and USGBC to ensure that the Green Building Guidelines are consistent with the State's CALGreen Code (Dec. 2010). Continue to ensure that Green Packages retrofit standards are recognized and incorporated into projects throughout Alameda County (Dec. 2012). Complete development of GreenPointRated for existing multifamily buildings in partnership with the Energy Foundation (June 2011).

Partnership, Bay-Friendly Landscaping and Schools).

- Track permitted projects and ensure that 90% go through green building filters (June 2013).
- Take a more active role in a local Suppliers Council.
- Work with manufacturers of building materials and prefabricated housing components to increase the use of recycled-content products.
- Work with the legislature to increase the minimum required amount of recycled content in building products.
- Assist member agencies in implementation of green building ordinances and policies to ensure regional consistency.
- Develop an MOU with various product certification organizations (e.g. SCS, Cradle to Cradle, FSC, etc.) to set criteria for recycled-content products (June 2014)
- Work with various retailers and suppliers to ensure local availability of high recycled-content building products.
- Use various marketing strategies to create consumer awareness of green products and influence their purchase decisions.
- Revisit targets and goals in 2015.

<ul style="list-style-type: none"> • <u>Media and Other Outreach</u>: Develop and refine marketing and communications plan for Green Packages (Dec. 2010). Expand the use of community-based social marketing to motivate target audiences.* • <u>Monitoring and Measurement</u>: Develop Climate Calculators for small commercial and multifamily retrofit projects (Dec. 2012). Refine and update calculator for single family homes in partnership with UC Berkeley (Dec. 2011). Monitor and measure Green Packages projects (Dec. 2013). Conduct market analysis and targeting for commercial buildings (Dec. 2011). Encourage building owners and managers to track and report building operations through web-based asset and portfolio manager tools.* (Asset and portfolio manager tools enable owner and managers to track and compare performance of their own buildings to one another and to other similar buildings, make informed decisions to green-up operations, and provide a consistent platform to collect building resource use data). <p><u>Short Term Supplemental Activities</u></p> <ul style="list-style-type: none"> • Work together with StopWaste Partnership to identify local building materials manufacturers (Dec. 2011). • Increase the amount of technical assistance, trainings and grants. • Implement Retrofit Ramp Up (Expand marketing for single family retrofit and test new programs for multifamily retrofit) – pending grant from DOE. 	
<p align="center">Bay-Friendly Landscaping and Gardening FY10/11 – FY11/12</p>	<p align="center">Bay-Friendly Landscaping and Gardening FY13 – FY20</p>
<p><u>Projects</u>: Bay-Friendly Landscaping - Member Agencies (0402). Bay-Friendly Landscaping - Professionals (9012). Bay-Friendly Gardening (8032). Master Composter -- <i>project discontinued</i> (7038). Multimedia Outreach (8003 - partial)</p> <p><u>Short Term Core Activities</u></p> <ul style="list-style-type: none"> • <u>Technical Assistance and Training</u>: Sponsor training of Bay-Friendly Qualified landscape professionals through the Bay-Friendly Regional Coalition (June 2011). Provide Bay-Friendly training to member agency staff and technical assistance to public benefit projects in Alameda County.* Hold home gardener how-to workshops (June 2011). Pilot training of Bay-Friendly Landscape Raters (June 2012). 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> • Continue activities noted by a * at left. • Transition grant funding away from new to existing landscapes. • Work with producers that use feedstock from Alameda County to increase local outlets for recycled mulch and compost. • Continue to support Bay-Friendly Regional Coalition. • Sponsor nursery collaboration or council. • Work with partner nurseries to expand distribution of recycled mulch and compost products in Alameda County. • Align our grants and activities with Alameda County Water Supplier Coordinating Council and in-county storm water agencies. • Create Bay-Friendly Landscape model policies for private sector

Pilot design training for professionals and water workshop for home gardeners (Dec. 2011). Register local Bay-Friendly gardens (June 2012).

- Financial Assistance: Provide grant funding for civic and public benefit landscape projects in Alameda County.*
- Outside Funding and Collaboration: Increase capacity and effectiveness of Bay-Friendly Regional Coalition and position it to:
 1. Register and promote Bay-Friendly Rated Landscapes and Raters;
 2. Take over trainings to landscape professionals and home gardener workshops;
 3. Lead the nursery partnerships; and
 4. Conduct the Bay-Friendly Garden Tour (June 2012). Create and coordinate with Alameda County Water Supplier Council to leverage resources (grants, matching funds and financial incentives (June 2012). Continue to provide input into updates of Storm Water Permit and other reference documents from local, regional and state agencies.*
- Standards, Policies and Mandates: Test pilot Bay-Friendly New Home Landscape Scorecard with private developer (June 2011). Finalize new home landscape standards and tools based on test pilot (June 2012). Develop application and fee structure to register a project as a Bay-Friendly Rated Landscape (Dec. 2010). Update Bay-Friendly Landscape Guidelines and Scorecard for commercial and civic landscapes (June 2011). Create a model Bay-Friendly Landscape policy for private sector projects and have all member cities and the County adopt it (June 2012). Compile benefits of BF practices that can be promoted through the BF Rated materials, i.e. gallons of water saved, GHG reduced, waste recycled, etc (June 2011).
- Media and Other Outreach: Design Bay-Friendly Rated Landscape Brand and collateral and launch media and outreach campaign (Dec. 2010). Develop comprehensive, searchable database of Bay-Friendly Qualified professionals (Dec. 2011). Develop new media strategies targeting home gardeners and landscape professionals, such as online videos, Facebook, e-news.* Produce Bay-Friendly Rated Landscape case studies, promote Bay-Friendly Qualified Landscape Professionals, give Bay-Friendly presentations at local and regional events and sponsor Bay-Friendly Landscape Conference.* Sponsor annual Bay-Friendly garden tour.* Maintain Bay-Friendly compost demonstration garden.* Host a workshop with Member Agency Staff on BFL

landscapes. Develop Model Covenants, Codes and Restrictions (CCRs). Track/support legislation regarding Homeowner Association (HOA) CCRs. Define and implement HOA incentives.

- Develop a Bay-Friendly “green package.”
- Develop new standards for existing commercial and civic landscapes and create 3rd party rating system for existing landscapes.
- Continue Bay-Friendly Rated Landscape campaign.
- Promote implementation of private sector Bay-Friendly policies by member agencies.
- Work with Water Suppliers Council to define additional metrics and monitoring. Develop a benefits calculator of Bay-Friendly Rated Landscapes.
- Revisit targets and goals in 2015.

<p>resources (Dec. 2011).</p> <ul style="list-style-type: none"> • <u>Monitoring and Measurement</u>: Define landscape baseline metrics and implement system to track and evaluate Bay-Friendly Rated and registered landscapes (June 2011).* <p><u>Short Term Supplemental Activities</u></p> <ul style="list-style-type: none"> • Pilot Bay-Friendly Landscape maintenance training in Spanish. • Convert Bay-Friendly Landscape Guidelines to interactive software format. • Initiate rebates to consumers and businesses for buying recycled landscape materials. • Produce up to six new how-to videos to post on web and link to other media tools. • Survey home gardener practices. 	
<p>Business and Government FY10/11 – FY11/12</p>	<p>Business and Government FY13 – FY20</p>
<p><u>Projects</u>: Green Business (7025); Waste Prevention (0018); Market Development (0010 - subset of activities for product development); Multimedia Outreach (8003 - partial); GSA Buy Recycled (7034); Recycled Product Central (9001)</p> <p><u>Short Term Core Activities</u></p> <ul style="list-style-type: none"> • <u>Technical Assistance and Training</u>: Conduct business-to-business outreach, education and technical assistance campaign to promote reusable transport packaging.* Working with partners, expand reach of reusables campaign to address full supply chain for Alameda County through joint promotion and workshops (June 2012). Identify and collate best waste prevention practices and business sectors for purchasing filters that address priority material types: paper, wood, food, corrugated cardboard (Dec. 2010). Identify and develop projects to address target materials/categories using best practices identified in short term activities (e.g., paper, packaging, food) (Jan.2012). Identify and promote targeted third-party certified EPP and recycled content products to StopWaste Partnership clients and encourage purchasing from green certified businesses (June 2011). Identify opportunities for high-impact process improvements in target sectors through StopWaste Partnership. Provide assistance to Alameda County General Services Administration (GSA) as they leverage their 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> • Continue activities noted by a * at left. • Develop specific, measureable targets to track progress. • Develop media outreach and campaigns to support long term initiatives. • Identify ongoing need and role for waste prevention funding. • Incorporate new targets into selected external filters (July 2014). • 90% of targeted products pass all filters (July 2020).

Environmentally Preferable Purchasing (EPP) program with member agencies. Provide technical assistance to member agencies on recycled content products and EPP. Assist cities in EPP policy adoption and implementation, including trainings as needed.*

- Financial Assistance: Provide Business Waste Prevention funding to eligible projects that meet criteria for reducing waste at the source (June 2012). Disburse money to the County GSA and leftover GSA money (if available) to member agencies through Recycled Product Central (RPC), as per Measure D.*
- Market Development: Strengthen working relationships with member agency economic development staff and identify opportunities to attract and retain recycling/reuse-based businesses.*
- Outside Funding and Collaboration: Seek additional sources of external funding to support regional growth of reusable transport packaging campaign, as well as other waste prevention projects.* Determine appropriate partners for paper-use reduction activities such as retailers, manufacturers, public agencies, and waste and recycling service providers (June 2011). Partner with other organizations, such as the Sustainable Packaging Coalition and the EPA-sponsored Electronic Product Environmental Assessment Tool, to influence production of primary packaging on a national scale (June 2011). Continue support for the regional Green Business Program, working to strengthen standards and ensuring consistency with Agency goals (June 2012). Continue partnerships with California Product Stewardship Council, Product Policy Institute, and other organizations to support Extended Producer Responsibility.*
- Standards, Policies and Mandates: Monitor developments in sustainable business certifications. Evaluate and participate in the development of emerging sustainable business certifications, including specific certifications that impact production.* Review previously adopted Environmentally Preferable Purchasing Policies for compliance with approved Mitigation Fund conditions (July 2011).
- Media and Other Outreach: Promote waste prevention campaigns. Evaluate potential for larger-scale media efforts as a means for driving commercial adoption of waste prevention and sustainability best practices.*
- Monitoring and Measurement: Explore appropriate metrics and

<p>methodology for measurement, with a focus on practice-based measurements. Adopt interim and more detailed targets (Dec. 2011).</p> <p><u>Short Term Supplemental Activities</u></p> <ul style="list-style-type: none"> • Explore feasibility of a “Green Office Challenge” type campaign to complement the Contest. • If needed, develop equivalent certification tools to address any gaps in outside certifications, related to our priorities. • Develop and promote waste prevention case studies in print and/or video highlighting replicable best practices. 	
<p align="center">Schools Education and Outreach FY10/11 – FY11/12</p>	<p align="center">Schools Education and Outreach FY13 – FY20</p>
<p><u>Projects:</u> Schools Education and Outreach (8031. K-12 Curriculum-Educational Partnerships (8028). Bay-Friendly School Garden and Compost Education (0405). Multimedia Outreach (8003 - partial)</p> <ul style="list-style-type: none"> • <u>Technical Assistance and Training:</u> Restructure existing school programs and registration process to fit under an integrated program umbrella. Continue piloting a selection of Student Action Projects, providing opportunities for students to gain new knowledge, attitudes and behaviors while putting “learning” into action and expanding the reach of existing School programs beyond the classroom. Establish Bay-Friendly Schoolyard pilot projects (June 2011). Continue Service Learning Waste Reduction Project program. Continue Classroom Education program. Continue providing curriculum workshops for pre-service teachers along with district sponsored in-service workshops for current teachers. Continue providing Bay-Friendly School Garden trainings for custodial and administrative staff at school districts.* • <u>Financial Assistance:</u> Continue providing transportation for transfer station tours and assemblies for elementary schools.* • <u>Outside Funding and Collaboration:</u> Continue providing leadership and resources to CRRRA schools technical council, East Bay Environmental Educators Network (EBEEN), Oakland USD Garden Council, California School Garden Network, California Environmental Education Interagency Network (CEEIN), and Bay Area Watershed Network (BAWN).* 	<p><u>Anticipated Long Term Activities</u></p> <ul style="list-style-type: none"> • Assess Green Star Schools Program including effectiveness, demand and opportunity for expansion and evaluate prospects for sponsoring the development of a non-profit "Green Star Schools" program. • Assess Student Action Project approach to address scalability and ability to support product decision focus areas.

- **Media and Other Outreach:** Promote services and resources available for implementation of EPP, Bay-Friendly School Garden and other related projects via district and school newsletters and web based calculator and social networking tools. Identify opportunities to leverage other agency program messages and resources through student action projects that engage families and their household product decision and waste reduction behaviors.*

Short Term Supplemental Activities

- Develop and provide EPP trainings for custodial and administrative staff. Continue small grant program to support Bay-Friendly School Gardens, classroom action projects and other related activities. Develop recognition program and success stories each year through case studies, list-serves, newsletters and websites.
- Continue the expansion of the Service Learning Waste Reduction Project program to double the number of participating teachers and students (Sept. 2010). Expand Classroom Education program to increase the number of students and families reached through student action projects (Sept. 2010).
- Explore the feasibility of the “Green Star Schools” as a model for that integrated program umbrella (June 2011). Partner with the Altamont Education Advisory Board and program staff from San Francisco, San Mateo, and San Jose on its development (Sept.2010).
- Launch Green Star Schools Pilot with select schools and classrooms (Dec. 2010). Develop marketing strategy, structure, tools and resources for classrooms, schools and districts that engage stakeholders in product decision making topics and action projects on campus and in their community (Jan. 2011).
- Seek funding to support green star schools programming including funding for school site project implementation, intern staffing, and supplemental teacher and/or school personnel training (Sept. 2011).

Appendix B: ColWMP Goals and Objectives

GOAL 1: PROMOTE ENVIRONMENTAL QUALITY

To ensure protection of public health and safety, and to minimize environmental impacts, in all aspects of solid waste management.

- OBJECTIVE 1.1:** that existing solid waste facilities cause no new public health, safety or environmental impacts, that are not evaluated and permitted by the agencies of jurisdiction.
- OBJECTIVE 1.2 :** to the greatest extent feasible, proposed new or expanded solid waste facilities have no significant adverse health, safety or environmental impacts.
- OBJECTIVE 1.3 :** that hazardous wastes be removed from the solid waste stream for proper separate management.

GOAL 2: ACHIEVE MAXIMUM FEASIBLE WASTE REDUCTION

To reduce the amount of waste disposed at landfills through improved management and conservation of resources.

- OBJECTIVE 2.1 :** To achieve countywide waste reduction of 75 percent by 2010.
- OBJECTIVE 2.2 :** To achieve by source reduction and reuse, countywide waste reduction of 20 percent by 2010.
- OBJECTIVE 2.3 :** To achieve by recycling, countywide waste reduction of 55 percent by 2010.
- OBJECTIVE 2.4 :** To achieve by composting, 180,000 tons of countywide diversion of food waste and contaminated paper by 2010.
- OBJECTIVE 2.5 :** Avoid or limit waste reduction by technologies that convert waste into energy.
- OBJECTIVE 2.6 :** To strive to ensure that adequate markets or other beneficial uses are available for all materials recovered from the wastestream.
- OBJECTIVE 2.7 :** To use waste management facilities and programs as a means to increase economic development.

GOAL 3: PROVIDE PUBLIC INFORMATION AND EDUCATION

To build broad public support for the CoIWMP programs and their implementation.

- OBJECTIVE 3.1:** To enhance the public awareness and understanding of waste management issues in general.
- OBJECTIVE 3.2 :** To change or reinforce public attitudes and behavior.
- OBJECTIVE 3.3 :** To promote new and existing waste reduction programs.
- OBJECTIVE 3.4 :** To provide information on waste reduction to Authority member agencies.
- OBJECTIVE 3.5 :** To inform the member agencies and the public concerning Authority activities.

GOAL 4: MEET DISPOSAL CAPACITY NEEDS

To provide for the environmentally sound disposal of waste that cannot otherwise be reduced, reused or diverted.

- OBJECTIVE 4.1:** To provide 15 years permitted landfill capacity in Alameda county, consistent with the Save Agriculture and Open Space Lands initiative. Upon reaching a minimum of 15 years of permitted landfill capacity, the Agency would evaluate the need for new capacity to meet future needs. The Agency will also evaluate needed recycling facility capacity and work to ensure that this capacity is available and zoned appropriately.
- OBJECTIVE 4.2 :** To provide contingent landfill capacity for Alameda County in the event of emergencies.
- OBJECTIVE 4.3:** The impact of existing waste streams and proposed wasteshed changes, requiring a CoIWMP plan amendment, on landfill capacity in Alameda county shall be mitigated.
- OBJECTIVE 4.4 :** To provide comprehensive materials handling and processing operations at landfills and transfer stations to the maximum feasible extent.
- OBJECTIVE 4.5 :** To mitigate the environmental impacts of existing and new landfills to the maximum practical extent.

GOAL 5: PROVIDE COST-EFFECTIVE WASTE SERVICES

To fulfill the public trust by maximizing the value of the benefits received for each public dollar spent on improved waste management practices.

- OBJECTIVE 5.1 :** To ensure that facilities and programs are feasible, effective and necessary.
- OBJECTIVE 5.2 :** To establish criteria for evaluating proposed projects.
- OBJECTIVE 5.3 :** To ensure that proposed facilities are in conformance with the Alameda County Integrated Waste Management Plan.
- OBJECTIVE 5.4 :** To review the facilities and programs contained in the CoIWMP to ensure their continued necessity and cost-effectiveness.
- OBJECTIVE 5.5 :** To adopt needed planning documents, supplementing the CoIWMP, to guide the Authority's expenditures.
- OBJECTIVE 5.6 :** To maximize the diversity of participants and approaches in the provision of cost-effective waste management services.

GOAL 6: ENSURE ADEQUATE FINANCING

To ensure adequate financial support for the programs and facilities proposed in the Countywide Element of the CoIWMP.

- OBJECTIVE 6.1 :** To ensure that each proposed program or facility has sufficient funding to meet project objectives.
- OBJECTIVE 6.2 :** To ensure that each approved program or facility is implemented with adequate cost-controls.
- OBJECTIVE 6.3:** To ensure an equitable distribution of costs and benefits.
- OBJECTIVE 6.4 :** To maintain permanent funding for Authority waste management programs.
- OBJECTIVE 6.5:** To support local jurisdiction's development of franchise agreements that maximize the potential for economical diversion of waste.
- OBJECTIVE 6.6 :** To ensure that financial reserves are available and sufficient to cover landfill closure/post-closure costs and environmental liability.

GOAL 7: PROMOTE INTER-JURISDICTIONAL COOPERATION

To achieve a more efficient and equitable solid waste management system through consensus building and shared efforts.

- OBJECTIVE 7.1 :** To maintain suitable organizational structures for inter-jurisdictional cooperation.
- OBJECTIVE 7.2 :** To resolve issues of equity among member agencies.
- OBJECTIVE 7.3 :** To reduce administrative overhead.
- OBJECTIVE 7.4 :** To improve program efficiency.
- OBJECTIVE 7.5 :** To increase the county's influence by adopting common positions on matters of federal and State legislation and regulation.
- OBJECTIVE 7.6 :** To provide countywide planning functions including maintenance of the CoIWMP.
- OBJECTIVE 7.7 :** To ensure an exchange of information and ideas among member agencies.
- OBJECTIVE 7.8 :** To coordinate and facilitate program implementation by individual or subregional groupings of member agencies.
- OBJECTIVE 7.9 :** To implement countywide or subregional programs that are complementary to local member agency programs and will result in the more efficient provision of facilities/services, improved siting, and take advantage of economies of scale.

Appendix C: Recycling Plan General Policies

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

1. Promote maximum resource conservation.

In 1990, 13% of potential discarded materials generated in Alameda County were source reduced, recycled or composted. By 2000, this figure had increased to 50%. The goal of the Plan is to reduce, recycle and compost over 75% of discarded materials generated in the county. The Plan shall identify realistic, achievable interim goals and timetables.

The Plan shall extend the concepts of reduction, recycling and composting to include reducing resources used in production of goods, reducing the material content of goods in use, and reducing the resource impacts of overall market demand for goods.

The Plan shall recognize that reduction, recycling and composting are forms of resource conservation and the Plan shall provide for compatible joint efforts directed at conserving water, air, land, energy and biological resources.

2. Promote waste prevention as the top priority.

Waste prevention is the top of the hierarchy; the Plan shall ensure that the Agency maximizes its investment in waste prevention in all programs.

3. Provide specific goals and measurements.

In addition to the 25%, 50%, and 75% countywide goals, there shall be distinct goals for diverting specific targeted materials. The Plan shall establish goals and measurements for waste prevention, including measuring efficiency in materials use. For each goal, it must define "how will we know it when we see it."

4. Focus on regional approaches.

This is a regional agency and the Plan shall focus on programs that are most appropriate to do on a regional level. This includes assisting local jurisdictions and working with other agencies on joint ventures to deal with regional issues. The definition of "region" varies with the nature of the program and may be countywide, Bay Area-wide or include nearby counties outside the Bay Area. Some Agency actions, such as policy development, waste prevention, and leadership, are inherently applicable across the Bay Area, statewide and nationally. However, Agency programs shall complement, not substitute for, programs developed and implemented by other counties.

5. Promote sustainable economic development.

Resource conservation is a key tool in economic development, as it may reduce production costs and thereby improve the competitive position of businesses that operate in the county. Consumers also gain economic advantage through more resource efficient practices.

6. Promote the social benefits of reduction, recycling and composting.

The Plan shall recognize that there can be social benefits to Agency programs. There is an opportunity to "invest in people" and integrate economic survival goals (e.g., providing new jobs or expanded food banks) with broader environmental goals (see discussion of economic benefits

of recycling on page 11). The Plan can also help ensure that social costs and benefits of a sustainable earth are shared.

7. Address the fundamental need to change public attitudes and values regarding use of resources.

There is a need to encourage changes in public attitudes and values that relate to consumption of resources. The Plan should promote values that emphasize the benefits of responsible and efficient consumption.

8. Place Alameda County in a leadership position in the field of resource conservation.

The Plan shall define the Agency's responsibility to be a "leader." At minimum, this shall include development of innovative solutions, support for new research, and support for demonstration projects. The Agency can obtain credibility by "practicing what it preaches" through in-house efforts. An important aspect of leadership is for the Agency to be more visible, both to the public and to those who directly participate in the management of discarded materials. Another aspect of the Agency's role is to try to spur leadership efforts on the part of local, state and federal governments. There is a particular need for the Agency to be a leader in the area of waste prevention.

9. Recognize that private industry and institutions can and should play a major role in providing solutions.

Private industry can and should be a cost-effective provider of services to "close the loop," but may need help to overcome economic obstacles through methods such as financial incentives, educational programs, joint ventures and partnerships, and site development assistance.

10. Focus on methods that encourage voluntary action by industry and the public.

The Plan shall promote measures that help *persuade* people to change behavior. Techniques of persuasion include providing incentives such as: saving money, time and space; progressive rate structures; providing basic "how to" and "where to" information; providing popular role models; encouraging direct "hands on" participation in programs, and drawing on peer pressure and community spirit.

11. Focus on a few programs that are "done well."

The Agency can be more effective by taking on a few high impact and high profile projects in each category, rather than by diluting its efforts among many small projects.

12. Focus on public information and education.

A key government role that may not be provided by private industry is to provide objective and comprehensive information. This includes the role of "connecting" the information-seeker to a variety of data sources.

13. Identify cost-effectiveness as one key criterion for Agency programs.

Agency resources must be spent effectively. Not only because resources are limited, but also because cost-effective programs are most likely to be sustained over time. The concept of cost-effectiveness shall include lifecycle cost analyses, cost-avoidance, and take into account externalities such as environmental costs. The difficulty in measuring cost-effectiveness in some areas, such as education, is acknowledged.

Other important criteria used to evaluate potential programs include: the size of the material stream being addressed; the lack of alternative private/governmental funding; the opportunity to leverage investment through matching grants; program value in demonstrating new technologies; new jobs created; opportunities to “close the loop;” and the capabilities and experience of the project proponents. Each program shall also be evaluated in terms of potential environmental impacts to air, land or water quality.

14. Take into account significant economic trends.

The Plan shall be realistic with regard to economic trends. Several key trends include changes where waste is landfilled, increasing globalization of markets, generally low commodities prices and the effects of the normal business cycle on the demand for and supply of materials.

15. Visualize change.

Nothing is constant except change. The Plan shall provide for periodic needs assessments to identify changing conditions and new solutions to problems. The Plan shall specify a means to secure input and feedback on existing programs on an ongoing basis. Programs need to be assessed on whether they are obtaining their goals, their continuing cost-effectiveness, and whether the program, in its present form, is continuing to meet a priority need.

Appendix D: Franchise Task Force Preliminary Scope

Purpose

To better align member agency franchise hauling and disposal agreements to the mission and objectives of the member agencies and the County Integrated Waste Management Plan. To provide recommendations on franchise terms to member agencies, within a consistent countywide framework, that will enable Alameda County to reach the highest possible diversion rate.

Topic Silos

A. Behavior Change

Issue / Problem Statement: *How can we achieve sufficient diversion so that no more than a very low percentage of materials placed in garbage containers in Alameda County (e.g., 10% of total) are readily recyclable or compostable materials, in those locations where source-separated collection of recyclables or compostables exists?*

1. Can we align incentives for generators across jurisdictions so we can better advertise them regionally?
2. Can we modify the franchises so that the regulated rate and franchise fee consequences of mandates of various types can be reasonably controlled by member agencies?
3. How should we align other agreements, such as disposal agreements, to support diversion?
4. What other franchise terms affect behavior change, and how could those be modified to support increased diversion?

B. Capital Projects

Issue/Problem Statement: *How do we design, finance, build, and/or reasonably 'control' at least 700,000 tons per year of additional and reliable recyclable and organics processing capacity for Alameda County jurisdictions, either within or outside of Alameda County? How can franchise agreements enable member jurisdictions to participate in the most appropriate facilities at a reasonable cost as these facilities are developed?*

1. How can jurisdictions control the flow of franchised materials to support facility decisions? How much material, at what cost and at what times can individual jurisdictions direct flow to new facilities?
2. How many jurisdictions are willing to share costs of regional or sub-regional capital projects, and under what conditions?
3. Can we plan an integrated, county-wide system of facilities? To what extent is our current 'Balkanization' a permanent condition?
4. What other franchise terms affect capital facility development, and how could those be modified to support appropriate facility development?

C. Revenue

Issue/Problem Statement: *How do we develop sustainable revenue approaches, in support of aggressive diversion goals, that are acceptable to member agencies, StopWaste.Org, service providers and rate payers in a fluctuating economic environment?*

1. Can we implement revenue adjustment mechanisms (RAMs)? What are the best types?
2. Can we share risks more effectively and evenly (e.g., recycling revenue risk from down markets, fuel costs, etc.)?
3. Are incentives for behavioral change purposes worth the revenue headaches they create? That is, might mandatory separation or sorting systems with few incentives be superior?
4. What are the alternatives to per-ton fees, such as those that support StopWaste.Org?
5. What are the alternatives to franchise fees based on percent of gross revenues?
6. Should we have more or less revenue sharing between StopWaste.Org and member jurisdictions?
7. What other revenue considerations affect sustainable, ongoing funding for adequate and effective recycling and diversion for member agencies?

D. Minimum Standards

Issue/Problem Statement: *What specific provisions for consistency across franchise agreements and related programs would advance member agency and regional goals and objectives?*

1. Would aligning cart color systems or lids, etc., across jurisdictions be worthwhile, so that we can more effectively change behavior?
2. How can we best work together to reduce poaching, that is, hauling in violation of exclusive franchises?
3. What programmatic data and reporting provisions is needed, and should these be consistent across member agencies?
4. When might a franchise provision, or failure to enforce a franchise provision, hurt other member agencies, and therefore justify across the board minimum standards? (For example, failure to manage organics properly could penalize others if the failure were to cause USDA to enforce the light-brown apple moth quarantine.)
5. Is it desirable to have source separated collection services in all sectors?
 - a. If so, how should this implemented through the franchises?
 - b. If not, what types of recovery programs will effectively capture recyclables?
6. Should there be minimum standards for recyclable and organics collection?
7. Should there be minimum storm water standards for collection fleets?
8. What other minimum standards in support of high diversion, or other environmental considerations such as transportation, should be considered?

Structure

The WMA Board will ultimately decide whether to endorse taskforce recommendations for adoption by its member agencies. The WMA Programs/Planning Committee will be periodically advised and asked to make a recommendation to the full WMA Board toward the end of the process. The Recycling Board will be asked to host one or more stakeholder meetings. The Recycling Board will not provide any recommendations on franchise terms per se, although it will consider whether to incorporate any of the franchise options into its definition of “adequate commercial recycling” under Measure D.

A. Steering Committee

The Steering Committee serves in an administrative function to the Franchise Task Force during data gathering, scheduling, and report writing. Meetings will occur monthly or as needed. The Steering Committee is made up of Agency staff and five Technical Advisory Committee members representing regional areas of Alameda County.

B. Work Products

The Franchise Task force will present two reports: a Data Summary and Preliminary Options Report and a Recommendations Report.

C. Stakeholder Input

Stakeholder input will be solicited through three public workshops: an initial public workshop in May, 2010; a workshop to consider the Data and Preliminary Options report in October, 2010 at a joint Recycling Board/WMA Programs & Planning Committee meeting; and the final report to the WMA in March, 2011. In addition, stakeholders will be asked for input through interviews, surveys, and regular and/or informal meetings. Stakeholders include the member agency Technical Advisory Committee and other jurisdiction staff; exclusive franchise haulers; and other stakeholders such as independent recyclers, non-exclusive franchise haulers, environmental or community groups, and customers. Meetings with other member agency staff, such as legal or finance, will be scheduled as needed.

D. Timeline

See Figure 6.