

MSWMA 3-Year Plan

(March 2018)

Introduction:

This three-year plan is created to provide general direction and anticipated program development over the following three years. This document will be used to assist with budget development, grant application writing, infrastructure development, and public outreach efforts. This document will be updated and presented to the MSWMA Board no less frequently than once per year or more frequently if needed.

Background:

The MSWMA provides services to Mendocino County as well as many of the cities within the county. These services include operating a household hazardous waste facility (as well as a mobile collection vehicle), illegal dump cleanup, negotiation and management of the franchise haulers, and expertise related to solid waste management to the Board of Supervisors and other city and county departments.

In order to ensure compliance with State and Federal requirements, and to protect the sensitive environmental resources within the county, MSWMA must continue its progress toward waste reduction and safe management. This plan provides details regarding many aspects of solid waste management and proposals for achieving these goals.

Program Objectives

1. Pharmaceutical and Sharps Program
2. Reusable 1-pound propane cylinder program
3. Cohesive and comprehensive outreach and education campaign
4. Program compliance and accurate reporting
5. County-wide illegal dump cleanup and litter abatement
6. Modernization of HHW collection and handling
7. Facility siting, upgrades, and efficient material management
8. Recycling and composting market resiliency
9. Construction and demolition diversion
10. Sustainable funding
11. Franchise hauler and transfer station contracts
12. Succession planning

1. Pharmaceutical and Sharps Program

MSWMA would like to institute a producer-funded, county-wide program to accept from the public and safely dispose of unwanted and unused pharmaceuticals as well as used sharps. Mendocino County currently has very limited pharmaceutical and sharps disposal options that leaves many without a safe place to take their unwanted pharmaceuticals and sharps. This results in these dangerous items being stockpiled in the home, where it is accessible to those for which they were not prescribed or disposed of in the garbage where they expose solid waste workers to significant risk.

Many other counties in California have enacted, or are in the process of developing, ordinances of this kind including Alameda, San Francisco, San Mateo, Santa Barbara, Contra Costa, Santa Cruz, and others. Because MSWMA already implements a formal program, the proposed ordinance for Mendocino County would involve MSWMA coordinating and implementing the program with reimbursement from a product stewardship organization. MSWMA intends to work closely with the California Product Stewardship Council to develop a proposed ordinance that is in line with other programs and takes advantage of larger discussions between State and local governments and the pharmaceutical industry.

2. Reusable 1-pound propane cylinder program

MSWMA would like to develop a retail sales and refilling presence for reusable 1-pound propane cylinders in Mendocino County. Reusable cylinders have been available in California for a number of years and while Mendocino offers a great deal of camping opportunities, there are no reusable cylinders for sale in the county. Using reusable propane cylinders (whether for your Bar-B-Que or for your camp stove and lantern) saves money, reduces waste, and reduces risks of explosions and injury if improperly disposed. The proposed program would be rolled out in three phases:

- 1) Begin to sell reusable cylinders at outdoor stores and hardware stores and offer refilling services at propane retailers.
 - a. Work with retailers to institute a trial period to sell full reusable cylinders in their stores.
 - b. Provide propane retailers with the proper valves and training to safely refill the cylinders.
 - c. Begin an education campaign to inform campers of the reusable cylinders, their benefits, and where to buy them.
- 2) Replace the existing single-use cylinders currently in the hands of campers with reusable cylinders.
 - a. Provide short-term incentives for buyers of reusable cylinders
 - b. Provide a limited number of reusable cylinders in exchange for empty single-use cylinders
 - c. Encourage retailers to promote reusable cylinder sales rather than single-use

- d. Continue education campaign
- 3) Incentivize the continued use of reusable cylinders.
 - a. Offer convenient refilling options as well as quick swap-out programs.
 - b. Phase out the sale of single-use propane cylinders in the county.

3. Cohesive and comprehensive outreach and education campaign

MSWMA would like to develop and institute a county-wide outreach and education campaign to inform residents about the various aspects of the solid waste management system. Currently MSWMA advertises for special events only and there are no regular outlets for the public to be reminded of how the solid waste management system functions in the county. A campaign needs to be developed to accommodate not only the special events but also the every-day details of the program.

MSWMA needs to take advantage of online advertising options including social media but also traditional advertising. Local radio stations, utility bill inserts, and publications can be an excellent form of regular advertising to remind residents how the program works and how to get more information if they need it. Reaching out to the public at local events, schools, and English as a second language classes, coordinating with the franchise haulers are also needed to connect with the entire community.

4. Program compliance and reporting

MSWMA has many reporting obligations to State agencies, including CalRecycle and the Department of Toxic Substances Control. Some of these reporting obligations are tied to funding while others are regulatory mandates. Inaccurate or late reporting can result in MSWMA, the county, or the cities being penalized. Penalties can include fines, denial of funding, and more.

Accurate and timely reporting should be one of MSWMA's prime goals moving forward. This will ensure access to the greatest amount of state funding, will maintain good standing with regulatory officials, and will ensure that Mendocino County is viewed in a good light. MSWMA will work to ensure compliance with all state programs it participates in. Data gathering, compilation, and reporting are required for the beverage container program, the PaintCare program, Mattress Recycling Council program, used oil incentive program, and mercury thermostat program. It is important that our participation in those programs are not jeopardized by non-compliance with the terms of the programs.

5. County-wide illegal dump cleanup and litter abatement

MSWMA would like to expand its community cleanup efforts and formalize them into an illegal dump cleanup and litter abatement program. Currently the cleanup efforts are

significantly limited and not uniformly distributed due to insufficient staff and resources. While large-scale cleanup efforts have occurred throughout the county, regular cleanups of small-scale dump sites have occurred mostly in the Ukiah area. An equitable program that provides a needed service to all areas of the county will not only keep the county cleaner but will also allow for greater data gathering for targeted educational outreach.

6. Modernization of HHW collection and handling

MSWMA has been and will continue to update the HHW collection and handling program to conform with current regulatory requirements as well as industry best practices. The safety of the HHW technicians working in the facility, the public who bring material to the facility, and the environment must continue to be our primary responsibility. Improvements have been made to personal protective equipment, facility material handling equipment, and staff operating procedures. These efforts have made a good deal of progress but more is needed.

MSWMA intends to continue with equipment purchases, facility upgrades, and staff training. Grant funding will be sought and will likely be available to support the necessary upgrades.

7. Facility siting, upgrades, and efficient material management

8. Recycling and composting market resiliency

MSWMA would like to work towards developing local recycling and composting markets that ensure sufficient capacity for the current and expected future generation rates in the County.

Domestic recycling markets have been shrinking in recent decades, resulting in an over-reliance on international markets. With international markets, mainly China, significantly declining recyclers across California are faced with weak or non-existent markets for the recyclable materials generated, sorted, and collected. It is important that recycling markets are developed and maintained domestically so that the material we work so hard to divert from the landfill has a viable recycling stream to enter. Mendocino County cannot do this alone, but working with other counties and the State, we can utilize available resources to attempt to create new recycling markets. We can also ensure market resiliency by purchasing recycled content products and encouraging others to do so as well.

The composting market, and really the entire organics material market, is a more local market than is the recycling market for traditional recyclable materials. Because of this, it is important that opportunities to process organic waste, in all of its forms, is available in

sufficient quantity and variety in relatively close proximity to the county. Composting is a large part of the organics handling market but edible food recovery, biosolids, forestry waste, and food processing waste are all needed to effectively manage the organics waste stream.

MSWMA will develop a plan to measure the necessary capacity for county-generated organics waste and identify gaps in the current infrastructure so that a plan can be developed to develop additional needed capacity. This will not only ensure our organic waste has a suitable place to be responsibly processed but will allow Mendocino County to comply with the upcoming SB 1383 regulations.

9. Construction and demolition diversion

MSWMA will review existing ordinances for city and county construction and demolition diversion programs to ensure compliance with CalGreen requirements.

CalGreen requires builders and owners to divert 65% of waste from certain construction and demolition projects and provides options for meeting this requirement. Cities and counties are required to ensure that this is being accomplished. Some areas within Mendocino County have failed to reach these goals in the past and are currently at risk of being referred to jurisdiction compliance.

MSWMA proposes to convene a construction and demolition working group with members of the cities' and county's building and planning departments to identify best practices and a path forward that will ensure compliance with these requirements by all cities and by the county.

10.Sustainable funding

MSWMA would like to identify and implement a sustainable funding model to ensure that programmatic needs are accomplished in a timely fashion and at the lowest cost to the rate-payers. It is not sustainable for an organization to rely mainly on a funding mechanism tied to an activity that organization is tasked with reducing. As MSWMA does its job better and better and as more and more material is source reduced, composted, or recycled, funding will also be reduced. Outside grant funding is always helpful but those programs should be viewed as supplemental rather than relied upon for base funding.

11.Franchise hauler and transfer station contracts

MSWMA will review and evaluate all existing franchise hauler and transfer station contracts to ensure that members of the public are being provided with the appropriate level of service and for a reasonable rate.

The current contracts are inconsistent with one another and outdated. Some contracts could be improved with amendments while others may require more significant adjustments. MSWMA will review the existing contracts and identify areas that are in need of immediate adjustment as well as those that should be included in future contract negotiations or requests for proposal.

MSWMA will provide recommendations to the Board and member jurisdictions and seek guidance.

12. Succession planning

MSWMA needs to develop and implement a succession planning and preparation program to ensure that the organization will continue to run smoothly in the event of staff turnover. MSWMA is a very small organization and therefore is more dependent on a smooth transition between staff than other, larger organizations are.

Development of training programs, policy documentation, procedure documentation, and a clear description of job duty statements is needed to prevent undue disruption to MSWMA activities.

Staffing:

In order to accomplish the program goals discussed above, MSWMA will require these additional staff:

- A) Education and Outreach Specialist (PT)
 - a. Expect to advertise position Early January 2018
- B) Material Management Specialist (FT)
 - a. Expect to advertise position Mid December 2017
- C) Data Management and Reporting Specialist (PT)
 - a. Incorporated into existing Office Manager job duties
- D) Office Assistant (PT)
 - a. Hired as of December 19, 2017

Existing staff require additional training and the employee handbook and HR policies need revision to bring them in line with current standards.

Timeline:

| | 2018 | 2019 | 2020 |
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| Pharmaceutical and Sharps Program | <ul style="list-style-type: none"> • Gather relevant data and begin drafting ordinance | <ul style="list-style-type: none"> • Adopt ordinance and begin outreach/education campaign | <ul style="list-style-type: none"> • Assess program effectiveness and determine adjustments needed |
| Reusable 1-pound propane cylinder program | <ul style="list-style-type: none"> • Make initial contact with retailers and propane resellers | <ul style="list-style-type: none"> • Begin give-away and educational campaign | <ul style="list-style-type: none"> • Assess program effectiveness and determine appropriate ongoing incentives |
| Cohesive and comprehensive outreach and education campaign | <ul style="list-style-type: none"> • Advertise and hire Education and Outreach Specialist | <ul style="list-style-type: none"> • Develop outreach and education materials. Develop plan for community engagement | <ul style="list-style-type: none"> • Assess program effectiveness and identify next steps |
| Accurate and timely reporting | <ul style="list-style-type: none"> • Hire data management and Reporting Specialist | <ul style="list-style-type: none"> • Identify all reporting obligations and ensure accurate and timely reporting. Adjust previous reports as needed | <ul style="list-style-type: none"> • Identify additional efficiencies and develop new processes to ensure accurate reporting into the future |
| County-wide illegal dump cleanup and litter abatement | <ul style="list-style-type: none"> • Advertise and hire Material Management Specialist | <ul style="list-style-type: none"> • Develop routine cleanup procedures and timelines. | <ul style="list-style-type: none"> • Identify areas needing additional resources and develop a plan to address the issues |

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| Modernization of HHW collection and handling | <ul style="list-style-type: none"> • Purchase additional safety and handling equipment and supplies. • Train staff in the proper use of new equipment | <ul style="list-style-type: none"> • Continue staff training. • Purchase and install 500+ gallon used oil tank • Identify additional HHW site west of Ukiah | <ul style="list-style-type: none"> • Assess program and identify areas needing additional support |
| Compliance with State programs | <ul style="list-style-type: none"> • Review program requirements with PaintCare and Mattress Recycling Council • Work to develop data gathering methodologies to support required reporting needs | <ul style="list-style-type: none"> • Review program effectiveness and assess the need for additional changes. | <ul style="list-style-type: none"> • Assess program to ensure reporting obligations are being met and determine if additional programs have been created |
| Recycling and composting market resiliency | <ul style="list-style-type: none"> • Identify recycling and composting resources available to county facilities. • Determine 15 years' worth of capacity requirements. • Identify areas where additional capacity is needed and of which type | <ul style="list-style-type: none"> • Work with County and State development agencies and organizations to identify funding and other assistance to assist new infrastructure development | <ul style="list-style-type: none"> • Continue to identify areas in need of additional resources |

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| <p>Construction and demolition diversion</p> | <ul style="list-style-type: none"> • Convene construction and demolition working group • Identify existing ordinances and programs • Determine how to adjust existing programs to comply with requirements and begin implementation of new programs | <ul style="list-style-type: none"> • Evaluate success of working group and new program implementation • Determine need for future working group meetings | <ul style="list-style-type: none"> • Evaluate construction and demolition programs and determine need for further adjustment. |
| <p>Sustainable funding</p> | <ul style="list-style-type: none"> • Identify current funding sources and potential issues • Determine ongoing funding requirements for the next 5 years and identify budgetary shortfalls. • Develop options for adequate funding for review by the Board | <ul style="list-style-type: none"> • Determine most appropriate funding option and begin implementation | <ul style="list-style-type: none"> • Re-evaluate funding needs and determine if adjustments are needed to ensure continued operation. |

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| Franchise hauler and transfer station contracts | <ul style="list-style-type: none"> • Review all existing contracts and identify issues requiring immediate changes and those that will need to be considered in the future. • Work with contractors to amend existing contracts as needed. | <ul style="list-style-type: none"> • Continue to formulate contract needs with consultation from MSWMA Board and member jurisdictions and plan larger contract negotiations if necessary. • Contract with expert to assist with Request for Proposals if determined to be necessary | <ul style="list-style-type: none"> • Continue working on contract revision plan and begin negotiations and/or request for proposals as appropriate |
| Succession planning | <ul style="list-style-type: none"> • Develop succession plan Create policy and procedure documentation. • Initial training of staff • Perform first annual evaluation of succession plan. | <ul style="list-style-type: none"> • Perform annual evaluation of succession plan and revise as needed. • Ensure continued staff training | <ul style="list-style-type: none"> • Perform annual evaluation of succession plan and revise as needed. • Ensure continued staff training |