



## **2010 SWMCB Budget and Work Plan Approved October 28, 2009**

### **SWMCB Mission:**

The mission of the Solid Waste Management Coordinating Board is to increase the efficiency and environmental effectiveness of the region's solid waste management system.

### **I. Regional Policy**

#### **A. Policy Implementation: Regional Analysis**

**Project Summary:** Define a vision for the solid waste system and the regional actions needed to achieve the vision. Prioritize roles and responsibilities of the participants. Analyze economic, legal, regulatory, and governance factors that will advance the vision.

#### **Tasks:**

1. Identify and align the system goals from Minnesota Statutes, the MPCA Integrated Waste Management Stakeholder process, the Solid Waste Management Policy Plan, and other system plans so that the SWMCB can clearly articulate a solid waste system vision.
2. Prioritize system changes to achieve goals in waste and toxicity reduction, recycling, organics management, processing, and landfilling of MSW and non-MSW, with a focus on collection/transportation, processing/management, marketing, financing, regulatory, and statutory issues.
3. Define roles and responsibilities for the private sector, municipalities, counties, regional entities, and the State to implement the system changes. Develop these recommendations taking into account currently understood best-practices for the delivery of services, the costs associated with the changes, and the likelihood that the changes will result in meeting the goals.
4. For actions best taken on a regional level define "region," by exploring the following options:
  - Current six-county SWMCB region
  - Seven county metropolitan area as defined in law
  - Eight county metro centroid as defined by the MPCA
  - Sub-regions of two or more counties
5. For actions best taken on a regional level, conduct research on regional governance systems in the U.S. and Europe that could address similar services, and develop several options based on that research that optimize delivery of services on a regional basis.
6. Following a review of the various solid waste fees imposed by the State and local government, recommend changes in solid waste financing mechanisms for the delivery of regional services that support the new policy initiatives, and that align financial incentives with waste management goals.
7. Conduct the regional analysis under the guidance of a commissioner policy committee and Policy Staff.

**Deliverables/Products:**

1. Regional Analysis and Solid Waste System Vision

<b>A. Regional Analysis</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Legal Assistance on Roles and Responsibilities and Regulatory Issues	Stoel Rives	\$25,000
Policy Advice and Project Management	RRA	\$49,680
<b>Subtotal</b>		<b>\$74, 680</b>

**B. Product Stewardship: Policy Development, Paint, E-Waste, and Other Products.**

**Project Summary:** Develop policies and communication materials that promote the region’s role in the area of product stewardship through a collaborative approach with the MPCA and other partners. Continue to advance e-waste and other product stewardship initiatives.

**Policy Development**

**Tasks:**

1. **Policy Development:** Develop policies that advance a product stewardship framework and manufacturer responsibility for priority products including developing a policy position on extended producer responsibility.
2. **Education and Communication:** Advance the understanding of product stewardship within SWMCB and within its partnerships with SWAA, AMC, and others. Develop information materials that articulate a compelling rationale for product stewardship. Create a speakers bureau with presentation materials and present at conferences and other venues. Host a forum to advance SWMCB’s product stewardship objectives.
3. **Advocacy:** Develop legislative support for product stewardship by engaging legislators in the discussion. Advance the adoption of a product stewardship framework at the Minnesota Legislature.
4. **Research:** Gather and review greenhouse gas data related to product stewardship and other environmental impacts of priority products. Work with industry to identify products with the greatest environmental harm.
5. **Coordination and Regulation:** Participate in national efforts (such as the Midwest Product Stewardship Council) and other product stewardship organizations. Identify regulatory issues and opportunities associated with product stewardship.

**E-waste**

**Tasks:**

1. Work with MPCA to track the implementation of the e-waste legislation and quantity of e-waste recycling.
2. In cooperation with AMC, MPCA, and others, evaluate the results of e-waste legislation.
3. Evaluate potential e-waste legislative changes that may arise.

4. Update the comprehensive e-waste Tool Kit that contains materials that can be used by counties, municipalities, non-profit organizations and others to help promote e-waste recycling.

**Minnesota Paint Product Stewardship Project**

**Task:**

1. Track national implementation of paint product stewardship initiatives.

**Product Stewardship Deliverables/Products (Policy Development, Paint, E-Waste and Other Products)**

1. Coordinated approach to the development of policy and legislation regarding product stewardship.
2. Communications materials including presentations and fact sheets.
3. Updated e-waste toolkit to reflect program changes.

<b>B. Product Stewardship</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Travel Related to Product Stewardship Activities and Forum Expenses		\$4,000
Update e-Waste Tool Kit on SWMCB.org	Gorton Studios	Budgeted in Administration
Policy Assistance, Facilitation and Forum Coordination	RRA	\$34,900
<b>Subtotal</b>		<b>\$38,900</b>

**C. Regional Policy Development**

**Project Summary:** Identify and address legislative and policy issues, coordinate intergovernmental initiatives, and participate in MPCA, AMC and other planning processes. Create opportunities for SWMCB members, legislators, staff and SWMCB industry partners to collaborate on key policy areas and raise awareness about solid waste management.

**Legislative**

**Tasks:**

1. Address 2010 legislative issues and develop 2011 legislative package.
2. Provide testimony on legislative initiatives and provide technical information in support of the SWMCB’s legislative package.
3. Host a “Day at the Minnesota Capitol” event (Feb. 18) to showcase the region’s solid waste programs and communicate the importance of key SWMCB initiatives. Link presentation messages to topics studied in Work Plan Task I A. Regional Analysis.

**Intergovernmental Coordination**

**Tasks:**

1. Host a tour of the regions’ waste facilities for SWMCB members, legislators, staff, and other key stakeholders.

2. Participate in the finalization of MPCA's Integrated Solid Waste Management Stakeholder Process to achieve greenhouse gas reductions, energy conservation and environmental protection.
3. Participate in AMC's Solid Waste Task Force addressing solid waste issues.
4. Address emerging intergovernmental policy initiatives, including joint initiatives with the MPCA, AMC, and others.

**Deliverables/Products:**

1. Address 2010 legislative issues.
2. Develop 2011 legislative package.
3. Coordination of legislative and intergovernmental issues.
4. Facilities tour and Capitol event

<b>C. Regional Policy: Regional Policy Development</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Lobbying	Capitol Hill Consultants, Inc.	\$48,000
Day at the Capitol and Facility Tour	Equipment Rental, Bus Rental, Presentation Materials, Printing Expenses	\$3,500
Policy Assistance	RRA	\$40,650
<b>Subtotal</b>		<b>\$92,150</b>

**D. MPCA Solid Waste Policy Plan**

**Project Summary:** Collaborate with the MPCA on the completion of the MPCA's Solid Waste Policy Plan which serves as the guiding policy document used by metropolitan counties to develop the County and Regional Solid Waste Master Plans. The Policy Plan is expected to be completed the first quarter of 2010. (Note: MPCA will postpone the start of the County Master Plans until 2011 or beyond.)

**Tasks:**

1. Finalize the Solid Waste Policy Plan, through the coordinated effort of policy discussions with the MPCA.

**Deliverables/Products:**

1. Collaborative approach to the completion and adoption of the MPCA Solid Waste Policy Plan.

<b>D. Regional Policy: MPCA Solid Waste Policy Plan</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Policy Assistance	RRA	\$5,250
<b>Subtotal</b>		<b>\$5,250</b>

**E. Source Separated Organics Management**

**Project Summary:** Evaluate expansion of opportunities for source separated organics management in the region.

**Tasks:**

1. Working with the MPCA, gather and analyze data related to climate change and environmental impacts of organics management.
2. Work with the MPCA to advance modifications to the organics management rules.
3. Participate in regional analysis study (Work Plan task IA) to develop recommendations for policy initiatives needed to reach regional organics diversion goals.
4. Evaluate collection and transportation issues and economic factors associated with organics management methods. Develop a recommendation to the SWMCB regarding the need for additional study.
5. Host a forum on organics management policies and strategies that draws on national experts and advances the region’s knowledge of opportunities for the SWMCB region.
6. Support the Day at the Capitol event by showcasing the organics collections and management programs.
7. Work with the Communications Team to promote the use of compostable bags.

**Deliverables/Products:**

1. Forum on organics management policies and strategies.
2. Promotion of compostable bags.
3. Recommendation regarding the research needed to advance organics management in the region.

<b>E. Source Separated Organics Management</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Forum Using National Experts	Speaker Expenses and Forum Logistics Expenses	\$5,000
Policy Advice and Facilitation	RRA	\$15,900
<b>Subtotal</b>		<b>\$20,900</b>

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**F. Waste Streams Policy Development**

**Project Summary:** In collaboration with MPCA, continue to advance recommendations in the 2007 Minnesota Construction, Demolition and Industrial Waste Statewide Study. Work toward the goal of increasing the amount of construction, demolition, and industrial wastes (CD&I) that can potentially be recovered for reuse, recycling, or creation of energy or compost.

**Tasks:**

1. Work with the MPCA and other stakeholders to advance the adoption of a Mn/DOT specification for the use of tear-off shingles in hot mix asphalt.
2. Convene county and MPCA staff on issues related to shingles, wallboard and biomass as issues arise in 2010.

3. Facilitate distribution of technical research and materials that need collaborative review and development, including greenhouse gas modeling work being led by the MPCA on wallboard and mixed biomass.
4. Provide data and policy support on construction, demolition, and industrial waste issues.

**Deliverables/Products:**

1. Promotion of the adoption of a permissive Mn/DOT specification for the use of tear-off shingles in hot mix asphalt.

<b>F. Collaborative Activities: Waste Streams Policy</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Policy Assistance and Facilitation	RRA	\$7,100
<b>Subtotal</b>		<b>\$7,100</b>

**G. Regional Data Management and Annual Results Report**

**Project Summary:** Collect and analyze regional data through the use of an electronic database and prepare the annual results report.

**Tasks:**

1. Facilitate county staff’s use of ReTRAC, an electronic database for collection and analysis of regional data. Manage the ReTRAC system including: a) guiding the use of software, b) ensuring consistency of data, and c) running reports on recycling, HHW, and Environmental Benefits to be used in 2010 Annual Results Report and as needed for program management and policy development. Provide minimal software updates that address regional needs.
2. Coordinate data entry with other counties, cities, haulers, end markets and others.
3. Gather and analyze regional HHW, processing, landfilling, recycling, hazardous waste, NonMSW, and regional hauler licensing data. Prepare 2010 Annual Results Report including regional policy implications.
4. Prepare and consolidate SCORE, Certification, and LRDG reports for submittal to MPCA.
5. Provide data reports to help the Communication and Outreach Team assess the impact of the communications campaign.

**Deliverables/Products:**

1. 2010 Annual Results Report.
2. Continued use of ReTRAC data management system.
3. Evaluation of and recommendations for data management practices.

<b>G. Regional Policy: Regional Data Management and Annual Results Report</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Data System: ReTRAC	eMerge Knowledge Design, Inc.	\$15,000
Project Management and Annual Results Report Development	RRA	\$19,800
<b>Subtotal</b>		<b>\$34,800</b>

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**H. Regional Policy: Communication and Coordination**

**Project Summary:** Policy Staff will develop recommendations for SWMCB consideration and guide the implantation of SWMCB activities.

**Tasks:**

1. Convene the Policy Staff to address policy issues and guide the work of the SWMCB committees.
2. Identify emerging policy issues and develop board agendas.

**Deliverables/Products:**

1. Policy and implementation direction on SWMCB projects given to staff committees.
2. Identification of policy issues for Board discussion.

<b>H. Regional Policy: Communication and Coordination</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Facilitation and Data Analysis	RRA	\$46,320
<b>Subtotal</b>		<b>\$46,320</b>

## II. Communications and Outreach

### A. Communications: Consumer Focused Campaign

**Project Summary:** Promote waste and toxicity reduction, recycling and proper management of residential waste. Implement the Rethink Recycling Campaign and promote rethinkrecycling.com.

#### **Tasks:**

1. Branding:
  - a. Promote SWMCB communications campaign identity and RethinkRecycling.com website.
  - b. Promote project partners use of campaign, website, and materials.
  - c. Monitor and manage brand.
2. Tool Kit:
  - a. Update and maintain paper, cans and bottles, e-waste and compostable bags tool kits.
  - b. Create an HHW tool kit including articles, terminology, images and facts. Promote HHW tool kit with partners and Community POWER grantees.
3. Utilize paid media and public relations to promote the communications campaign.
4. Work in partnership with municipalities, environmental groups, and waste and recycling haulers on communications efforts.
5. Use trigger events to educate residents and businesses about proper waste management, waste and toxicity reduction and to promote RethinkRecycling.com.
  - a. Implement six (6) trigger event campaigns. Trigger event campaign outreach may include public relations, paid advertising, promotion with partners, and tool kit material development (articles, quizzes, fact sheets, etc.).
  - b. Utilize the Rethink Recycling Advisory Team, the Terminology and Benchmarking Team, and counties to assist in the promotion of the trigger events and tool kits.
6. Support the product stewardship communications and outreach efforts.
7. Media:
  - a. Write monthly by-lined articles for Sun Paper guest column and share articles with partners.
  - b. Enhance media relations.
8. Coordination:
  - a. Coordinate regional and county promotions through communications Advisory Team Meetings.
  - b. Contract for a campaign implementation assistant to help with communications efforts.
  - c. Coordinate promotions with other SWMCB activities, such as Community POWER.
  - d. Track publicity for the SWMCB communications campaign.
  - e. Measure the effectiveness of the campaign.
9. Host a communications training session on social marketing and behavior change for SWMCB and municipal staff and SWMCB's communication partners.

#### **Deliverables/Products:**

1. RethinkRecycling.com promoted as the "go-to" resource for the Twin Cities on solid waste issues.

2. Paid media and earned media.

<b>A. Communications: Consumer Focused Campaign</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Communications Assistant	Type Communications	\$35,000
Paid Advertising/Public Relations	Risdall Advertising	\$88,000
Graphic Designer, Printing, Postage, Collateral Products, Newspaper Clippings, Research	Graphic Designer, Printing, Event Fees, Research	I Design \$16,000  Other \$23,000
Training Session	Speaker Expenses and Logistics	\$2,000
Project Management, Strategic Development, and Facilitation	RRA	\$37,470
<b>Subtotal</b>		<b>\$201,470</b>

**B. Communications: Website**

**Project Summary:** Use RethinkRecycling.com to promote waste and toxicity reduction, recycling and proper management of residential and business waste.

**Tasks:**

1. Consumer section of the website:
  - a. Update "For Residents" pages and add new pages on priority materials and new content from the campaign outreach materials developed for trigger events.
  - b. Send bi-monthly consumer Green Tips electronic newsletters to subscribers. Seek additional subscribers and maintain database.
  - c. Track the website usage.
  - d. Manage the website domain registrations, manage database and web hosting services.
  - e. Social Marketing
    - i. Incorporate social marketing into Rethink Recycling outreach campaign and build tools for connecting on RethinkRecycling.com.
    - ii. Continue to maintain and update Rethink Recycling Blog on RethinkRecycling.com, Twitter account and Facebook account.
2. Business section of the website:
  - a. Maintain the "For Business" pages and add new pages on priority materials.
  - b. Through county and partner promotions, communicate the SWMCB's environmental message and availability of the Resourceful Waste Management Guide.
3. Develop long term plan for maintaining, adding and updating content on RethinkRecycling.com.

**Deliverables/Products:**

1. Increase traffic to the consumer and business pages of the website.
2. Bi-monthly Green Tips electronic newsletter.

<b>B. Communications: Web Page</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Enhance and Update Consumer and Business Pages	Gorton Studios	\$38,000
Communications Assistant	Type Communications	\$12,000
Web Hosting, Search Fees, Database Management	Domain and Hosting Fees	\$5,000
Project Management and Implementation	RRA	\$6,300
<b>Subtotal</b>		<b>\$61,300</b>

**C. Communications: Events**

**Project Summary:** Promote waste and toxicity reduction, recycling, proper management, and raise awareness of the SWMCB’s rebranded communications campaign through events.

**Tasks:**

1. Participate in the “The Lost Treasure of Trash Mountain” exhibit at the Minnesota State Fair in the Eco-Experience building.
2. Sponsor and participate in the Living Green Expo.
3. Develop and update collateral materials including brochures, display materials and other promotional materials that can be used at events and by the counties, Community POWER grantees, and project partners.
4. Evaluate the communications benefits of participating in regional events such as the Minnesota State Fair and make recommendations for future events.

**Deliverables/Products:**

1. Participation in events and recommendations for future events.
2. Increase visibility of the SWMCB communications campaign.

<b>C. Communications: Events</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
State Fair and Other Exhibit Materials	Promotional Items and Admission	\$11,500
Communications Assistant	Type Communications	\$5,500
Planning and Project Management	RRA	\$4,500
<b>Subtotal</b>		<b>\$21,500</b>

**D. Communications: Children (and their Families and Teachers)**

**Project Summary:**

Promote reduction and recycling behavior changing activities through home-based activities and rethinkrecycling.com.

**Tasks:**

1. Launch trigger event outreach in 2010 targeting children and their families focusing on at home behavior change and activities (coloring page with knight logo, games, at-home projects).
2. Post trigger event activities and materials on RethinkRecycling.com.

**Deliverables/Products**

1. Trigger event outreach targeting children and their families.

<b>D. Communications: Children (and their Families and Teachers)</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Communications Assistant	Type Communications	\$2,500
Planning and Project Management	RRA	\$2,700
<b>Subtotal</b>		<b>\$5,200</b>

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**E. Community POWER (also see Special Projects)**

**Project Summary:** Provide grants to non-profit organizations and K-12 schools that will assist the SWMCB with promoting waste and toxicity reduction and recycling.

Special Note: Please see Section V, County-Funded Special Projects for additional Community POWER projects.

**Tasks:**

1. Manage the completion of the Community POWER grant programs begun in 2009 (these grant projects were fully funded in 2009).
2. Fund Community POWER grants for 2010 projects (project term will extend to August 2011).
3. Provide direct project assistance to all grantees. Conduct meetings and individual conferences with the grantees.
4. Update Community POWER Resource Guides and other materials to incorporate any new SWMCB communication campaign materials. Provide current and past grantees with existing or new SWMCB communication campaign materials.
5. Review and update the Community POWER pages on SWMCB communications website. Maintain searchable project descriptions and tools/products databases for website.
6. Share the successes of Community POWER at regional events.
7. Evaluate grant solicitation, selection and management processes to achieve efficiencies.
8. Evaluate the past Community POWER grant programs for their waste reduction and recycling impacts.

**Deliverables/Products:**

1. Seven to nine funded 2010 (Round 10) Community POWER projects.
2. Evaluation of reduction and recycling impact achieved through Community POWER grants.
3. Update web pages and searchable databases for the Community POWER program on RethinkRecycling.com.

<b>E. Community POWER</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Non-Profit Organization and K-12 Project Grants	Project Funding	\$84,000
Room Rental for Meetings, Supplies and Miscellaneous Expenses	Rental/Meeting Expense	\$4,000
Direct Grantee Assistance for Funded Projects, Website Review, Program Evaluation, and Management of the Solicitation Process	Laurie Gustafson	\$48,000
Contract Management, Project Management and Strategic Guidance	RRA	\$14,880
<b>Subtotal</b>		<b>\$150,880</b>

**F. Reduction and Recycling: Communications and Coordination**

**Project Summary:** Enhance communication and information sharing among SWMCB and partner organizations.

**Tasks:**

1. Coordinate project activities with Communications Commissioners and all SWMCB staff.
2. Share information on reduction and recycling in counties and at the regional level.
3. Present information about SWMCB projects at local conferences or meetings such as SWAA, RAM, and MPCA.
4. Advise and support the communication efforts for the Day at the Capitol event.

**Deliverables/Products:**

1. Enhanced communication and transfer of learning between counties, the MPCA, and other project partners.
2. Leveraged resources through shared information and joint planning of the communications campaigns.

<b>F. Reduction and Recycling: Communications and Coordination</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Facilitation and Coordination	RRA	\$10,680
<b>Subtotal</b>		<b>\$10,680</b>

### III. Collaborative Activities

#### A. Hazardous Waste Regulatory Coordination

**Project Summary:** Coordinate hazardous waste regulations among counties and the MPCA.

**Tasks:**

1. Through the hazardous waste regulatory staff, share information on regulatory approaches and monitor trends in product use that may affect the hazardous materials found in the waste stream.
2. Hospital Healthcare: Seek a consistent approach to regulation of hospital, dental and other healthcare providers. Build and maintain consensus among metro counties and other regulatory agencies on how hazardous waste regulations apply to hospitals, dental offices and other health care facilities.
3. Serve as advisors to MNTAP and MPCA on the development of pharmaceutical fact sheets.
4. Participate in product stewardship initiatives for pharmaceuticals.
5. Address MPCA rule changes regarding hazardous waste issues.
6. Work in partnership with the MPCA to achieve efficiency in regulatory responsibilities.
7. Coordinate ordinance language development in the region.
8. Provide input to the MPCA Land Media Forum regarding rule or other regulatory changes.
9. Subscribe to Pharmacology; a web based database listing pharmaceuticals and their hazardous nature.

**Deliverables/Products:**

1. Consistent approach to regulation.
2. Identify emerging issues that will affect hazardous waste regulation.
3. Pharmacology subscription.

<b>A. Collaborative Activities: Hazardous Waste Regulatory Coordination</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Subscription to Pharmaceutical database	Pharmacology	\$3,000
Facilitation and Coordination	RRA	\$4,400
<b>Subtotal</b>		<b>\$7,400</b>

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#### B. Toxicity Reduction, Household Hazardous Waste, and Monitoring of Trends in Product Use

**Project Summary:** Coordinate regional approach to toxicity reduction, HHW collection and monitoring trends in product use that may affect the hazardous materials in the waste stream.

**Tasks:**

1. Share information on toxicity reduction efforts and HHW program approaches including operations, promotion and State contracts.

2. Work to improve consistency of cost and revenue data used to calculate the HHW Reciprocal Use Agreement Regional Per Vehicle Fee.
3. Evaluate opportunities for counties to promote all SWMCB county HHW facilities under the Reciprocal Use Agreement and work with SWMCB Communications Team to implement recommendations.
4. Work with SWMCB Product Stewardship Team to advise on the toxicity and environmental risks of products and costs of county management.
5. Monitor trends in product use that may affect the hazardous materials found in the waste stream.
6. Monitor and work with county attorneys to continue the agreement with the Department of Agriculture for collection of pesticide waste.

**Deliverables/Products:**

1. Enhanced communication among counties and the MPCA and identification of emerging issues that will affect the waste stream.

<b>B. Collaborative Activities: Toxicity Reduction, Household Hazardous Waste, and Monitoring of Trends in Product Use</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Facilitation and Coordination	RRA	\$7,880
<b>Subtotal</b>		<b>\$7,880</b>

**C. Solid Waste Regulatory Coordination and Regional Hauler Licensing Program**

**Project Summary:** Coordinate solid waste regulations among counties and the MPCA and issue base and operating licenses to MSW haulers.

**Tasks:**

1. Issue base and operating licenses per the Regional Hauler Licensing Program in 2009. Track data on number of licensed haulers and trucks in the region.
2. Evaluate and research administrative efficiencies for implementation in the 2011 licensing year of the Regional Hauler Licensing Program.
  - a. Explore options for providing the hauler licensing application form electronically for the 2010 application process.
  - b. Streamline the exchange of operational license application information between counties; for example, through a shared server site.
  - c. Research possibilities to create a centralized system that provides online hauler licensing application submissions and data storage.
3. Assess need to amend the JPA to address changes to insurance levels. Coordinate JPA changes, if needed.
4. Address MPCA rule changes regarding solid and infectious waste issues.
5. Work with the MPCA to achieve efficiency in regulatory responsibilities.
6. Work with the MPCA to examine regulatory opportunities related to permitting and licensing to achieve Mn. Statute §473.848 waste processing requirements.

**Deliverables/Products:**

1. Enhanced communication among counties and agencies and identification of emerging issues that will affect the waste stream.
2. Operating and base hauler licenses issued.
3. Increased efficiencies for the Regional Hauler Licensing Program.
4. Assessment of permitting and licensing opportunities to achieve solid waste management objectives.

<b>C. Collaborative Activities: Solid Waste Regulatory Coordination and Regional Hauler Licensing Program</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Printing of Truck Decals	Printer	\$1,300
Facilitation and Coordination	RRA	\$6,800
<b>Subtotal</b>		<b>\$8,100</b>

## IV. Administration

### A. Financial and Contract Management

**Project Summary:** Manage the finances and contracts of the SWMCB. Procure services and products following SWMCB procurement policies.

**Tasks:**

1. Financial Management:
  - a. Manage SWMCB's accounting system (review invoices, forward invoices for approval and processing, coordinate receipt of payments, and prepare purchase orders).
  - b. Manage financial reporting requirements, and prepare the financial reports to the SWMCB.
  - c. Prepare mid-year and end-of-year budget amendments.
  - d. Review and update, as needed, the SWMCB's Financial Management Procedures.
2. Contract Management:
  - a. Manage procurement issues, including purchase orders, bids, price quotes, and RFPs/RFQs.
  - b. Close out approximately 28 2009 contracts.
  - c. Draft and execute 2010 contracts (estimate: 30 contracts).
3. RRA will provide overall financial management and reporting services for the SWMCB. Dakota County will retain and disburse all funds on behalf of the SWMCB.
4. Utilize Policy Staff subgroup to review the SWMCB's financial status and to address ongoing financial and contract management issues.
5. Manage MPCA/SWMCB Funding Agreement.
6. Research and evaluate additional funding sources and grant opportunities.
7. Assess the insurance needs of the SWMCB.
8. Seek legal council on specialized administrative issues such as the funding agreement and intellectual property issues.

**Deliverables/Products:**

1. Execution of approximately 30 contracts.
2. Management of invoices and other financial issues.
3. Budget amendments.

<b>A. Administration: Financial and Contract Management</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Specialized Legal Counsel	Stoel Rives	\$5,000
Financial Management	RRA	\$51,600
<b>Subtotal</b>		<b>\$56,600</b>

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### B. Board and Committee Administration

**Project Summary:** Hold Board and Committee meetings to develop policy and perform the functions of the SWMCB. Communicate SWMCB activities to members, staff, and interested parties.

**Tasks:**

1. Hold nine Board meetings.
2. Hold three Executive Committee meetings.
3. Coordination of staff groups including communications and distribution list management
4. Utilize SWMCB.org to communicate agendas, reports, and other printed materials to SWMCB staff and project partners.
5. Purchase letterhead, envelopes, and SWMCB supplies. Manage procurement and payment.
6. Implement technology options for facilitating meetings and reducing mailing and scheduling expenses.
7. Maintain and expand the SWMCB FTP site.
8. Provide SWMCB briefing for new Commissioners.

**Deliverables/Products:**

1. Policy direction from the Board.
2. Board and Executive Committee administration.

<b>B. Administration: Board and Committee Administration</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Printing, Postage, Supplies, Room Rental, Storage, FTP Sites	Direct Costs	\$30,000
Per Diems	Direct Costs	\$6,000
SWMCB.org	Gortons Studios (web vendor)	\$5,000
Administration	RRA	\$69,800
<b>Subtotal</b>		<b>\$110,800</b>

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**C. 2011 Work Plan and Budget**

**Project Summary:** Prepare 2011 work plan and budget.

**Tasks:**

1. Develop the 2011 work plan and budget.
2. Prepare budget documents including status reports, revenue projections, work plans, and line item budgets.

**Deliverables/Products:**

1. Adopted 2011 Work Plan and Budget.

<b>C. Administration: 2010 Work Plan and Budget</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Budget and Work Plan Development	RRA	\$6,650
<b>Subtotal</b>		<b>\$6,650</b>

**V. County-Funded Special Projects**

**A. VSQG Program**

**Project Summary:** Manage the VSQG database, which is a regional tool used to enhance member counties' ability to track manifests of very small quantity generators.

**Tasks:**

1. Provide entry of hazardous waste manifest information into the VSQG database through a contract with Hennepin County.
2. Maintain VSQG database system as needed and generate reports and other management data.
3. Monitor changes to the Uniform Manifest Rules to determine its impact on VSQGs and any changes in responsibilities or requirements for the tracking of VSQG manifests.

**Deliverables/Products:**

1. Provide on-going updates to the VSQG database.

<b>A. Special Projects: VSQG Program</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Database Manifest Entry	Hennepin County	\$17,395
Database Software Maintenance, and Hosting	emerge Knowledge Design, Inc.	\$3,900
Project Management	RRA	\$1,000
<b>Subtotal</b>		<b>\$22,295</b>

**B. Community POWER**

**Project Summary:** Coordinate the award of county-funded Community POWER grants. Dakota, Ramsey and Washington Counties will contribute Special Project funds to expand the Community POWER project in their counties. (Note: Hennepin County is also contributing county funds to the Community POWER program through a separate, but coordinated program.)

**Tasks:**

1. Coordinate the implementation of the county-funded Community POWER grants with the SWMCB-funded grants.
2. Provide technical assistance, project management and contract administration to seven to nine grant projects.

**Deliverables/Products:**

1. Seven to nine of county-funded Community POWER projects.
2. Coordination of program with SWMCB and Hennepin County Community POWER programs.

<b>B. Special Projects: County-Funded Special Project/Community POWER</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Grant Funding and Technical Assistance and Administration Dakota County Ramsey County Washington County	Dakota County Ramsey County Washington County Contractor	Grants - \$84,000 Grant Manager \$28,860
Contract Management, Coordination and Administration	RRA	\$12,140
<b>Subtotal</b>		<b>\$125,000</b>

Notes:

1. County special project contributions are as follows: Dakota County - \$40,000; Ramsey County - \$70,000; and Washington County - \$15,000 for a total of \$125,000.
2. Hennepin has dedicated funds to 2010 Community POWER grants through a coordinated, but separate project.

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**C. Hazardous Waste Operator (Hazwoper) Training**

**Project Summary:** Coordinate a hazardous waste operator (Hazwoper) training sessions for hazardous waste regulatory staff.

**Tasks:**

1. Plan and host the annual Hazwoper training session for hazardous waste regulatory staff. Contract with trainers and speakers, and make logistical arrangements.

**Deliverables/Products:**

1. Trained hazardous waste regulatory staff.

<b>C. Special Projects: Hazwoper Training</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Trainer, Registration and Logistics	Contractor and Direct Expenses	\$5,000
Contract Management and Logistics Assistance	RRA	\$840
<b>Subtotal</b>		<b>\$5,840</b>