



**2008 SWMCB Budget and Work Plan  
Approved: October 24, 2007**

**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. Communications and Outreach**

**A. Communications: Media**

**Project Summary:** Establish the SWMCB and GreenGuardian.com as a central, credible source of information for issues related to waste and recycling in the Twin Cities region.

**Tasks:**

1. Establish or enhance relationships with the news media by:
  - A) Hosting media round-tables;
  - B) Issuing media alerts around major news stories;
  - C) Promoting GreenGuardian.com experts who can speak to events and issues (e.g., Earth Day, hot topics); and
  - D) Developing and distributing a quarterly tip sheet to the media.
2. Implement rapid response to media protocol.
3. Write by-lined articles and pitch feature stories.
4. Coordinate media responses with MPCA and other SWMCB partners.

**Deliverables/Products:**

1. SWMCB established as the "go to" resource for Twin Cities solid waste issues.
2. Media roundtable and media tip sheets.

<b>A. Communications: Media</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Public Relations	Public Relations Firm	\$20,000
Media Roundtable and Tip Sheets	Production Expenses	\$1,000
Project Management	RRA	\$5,000
<b>Subtotal</b>		<b>\$26,000</b>

## **B. Communications: Consumers, General Outreach and Brand Management**

**Project Summary:** Promote waste and toxicity reduction, recycling and proper management of residential waste. Expand consumer awareness of GreenGuardian.com and the Green Guardian brand.

### **Tasks:**

1. Green Guardian.com Consumer Section of the Web Page
  - A) Enhance, update and maintain the existing GreenGuardian.com website and add new pages on priority materials.
  - B) Send bi-monthly Consumer Green Tips electronic newsletters to subscribers. Seek additional subscribers for the Green Tips newsletter and maintain the subscriber database. Update Green Tips design to match updated GreenGuardian.com design.
  - C) Implement technical improvements to the website to increase traffic and to provide for easy updating of content.
  - D) Track the usage of GreenGuardian.com and press coverage.
  - E) Manage the GreenGuardian.com domain registrations, procure and manage database and web hosting services, and upgrade web tracking software.
2. Consumer Focused Campaigns
  - A) Residential Recycling
    - i. Expand the "Tool Kit" targeting residential recycling of mixed paper and containers by developing materials that can be used by municipalities, non-profit organizations and others, to help promote GreenGuardian.com and residential recycling of mixed paper and containers.
    - ii. Utilize paid media and public relations to promote the residential recycling campaign.
    - iii. Seek sponsorships for supplemental funding for paid advertising.
    - iv. Utilize the Residential Recycling Advisory Team, the Terminology and Benchmarking Team, and the Resource Development Team to assist in the expansion of the RETHINK RECYCLING campaign and the development of the next residential recycling campaign focus. Begin planning for the next campaign focus to be promoted following the mixed paper and containers campaign.
    - v. Work in partnership with municipalities, environmental groups, and waste and recycling haulers on communication efforts.
    - vi. Launch video contest promoting the RETHINK RECYCLING campaign in collaboration with partners.
    - vii. Utilize the University of Minnesota's Center for Regional Affairs survey and ReTRAC data to evaluate the impact of the campaigns.
  - B). Toxicity Reduction

- i. Implement the strategic public relations plan developed in 2007 for e-waste.
    - ii. Maintain and update the 2007 e-waste Tool Kit.
    - iii. Use earned media to promote e-waste recycling.
    - iv. Support the latex paint project through communications work.
- 3. Events and Related Promotional Materials
  - A) Display the "Trash Mountain" exhibit at the State Fair in the Eco-Experience building.
    - i. Repair and maintain exhibit materials.
    - ii. Update promotional materials (print and other) for distribution.
    - iii. Coordinate mascot appearances and Tricia & The Toonies appearances.
    - iv. Staff the 144-hour event.
    - v. Secure earned media for the event and Green Guardian.
    - vi. Evaluate the effectiveness of exhibiting at the State Fair.
  - B) Participate in the Living Green Expo
    - i. Display the Green Guardian display at the Expo.
    - ii. Sponsor the Living Green Expo.
  - C) Other Events and Collateral Promotional Materials
    - i. Identify regional events to exhibit Green Guardian materials. For example, Target Environmental Fair, Twin Cities Marathon, Home and Garden Show, sports-related events, etc.
    - ii. Develop collateral materials to enhance the overall campaign including updating brochures, display materials, and other promotional materials that can be used at the events, mascot appearances, and by the counties and other partners.
    - iii. Procure paid advertising in the Blue Sky Guide, Minnesota Monthly during Living Green Expo, Green Pages and other targeted publications.
- 4. Green Guardian Brand Management
  - A) Track the usage of GreenGuardian.com by SWMCB, county, city and partner organizations.
  - B) Identify and implement legal and other options to protect the Green Guardian brand.
- 5. Communications and Coordination
  - A) Coordinate regional and county promotions through monthly Communications Advisory Team meetings.
  - B) Contract for a campaign implementation assistant to help with communication efforts, including the RETHINK RECYCLING campaign, event planning, responding to questions sent to info@GreenGuardian.com, writing copy for GreenGuardian.com and brochures, managing and staffing the State Fair exhibit, and responding to requests for promotional materials.

- C) Coordinate promotions with other SWMCB activities, such as the Community POWER program.
- D) Track publicity for the Green Guardian by using a newspaper clipping service.

**Deliverables/Products:**

- 1. Increased awareness of the availability of the Green Guardian's environmental messages.
- 2. Increased traffic to the consumer pages of GreenGuardian.com.
- 3. Bi-monthly GreenTips electronic newsletters.
- 4. Protection of the Green Guardian brand.
- 5. Two Enviro show productions by Tricia and the Toonies.

<b>B. Communications: Consumers, General Outreach, and Brand Management</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Enhance and Update Web Pages	Gortons Studios (web vendor)	\$32,000
Web Hosting, Search Fees, Database Management, Web Tracking Software	Web Fees	\$7,000
Paid Advertising and Public Relations	Campaign Assistance: Residential Recycling State Fair Electronics	Public Relations and Paid Advertising \$118,000
Event Fees, Graphic Design, Printing, Postage, Collateral Products, Newspaper Clipping Service, Living Green Expo Sponsorship, Research	Graphic Designer Printing Event Fees Research	\$25,000
State Fair Exhibit	Admission Display Update Promotional Brochures and Items Exhibit Transportation and Set-Up Actor Tricia & the Toonies	\$23,000
Communications Assistant	Deborah Hudleston	\$20,000
Trademark Management	Lindquist and Vennum, P.L.L.P.	\$15,000
Planning, Project Management and Implementation, Vendor Management, Strategy Development	RRA	\$54,921.00
<b>Subtotal</b>		<b>\$294,921.00</b>

**C. Communications: Children (and Their Guardians and Teachers)**

**Project Summary:** Promote reduction, recycling, toxicity reduction, and proper waste management to children and their guardians and teachers by utilizing the Green Guardian mascot and by expanding the website.

**Tasks:**

1. Manage 60 mascot appearances at community events, media appearances, fairs and school events.
2. Update the "For Kids" section of the website to include additional activities for kids and resources for teachers.
3. Implement a kids' Green Guardian coloring, environmental writing, or other contest to a wider audience, including schools with partners such as Radio Disney.
4. Use earned media and paid advertising to gain publicity and to promote the Green Guardian to kids. Paid advertising may include Radio Disney, Minnesota Parent magazine, or other targeted media.
5. Contract with a Mascot Handler and Event Coordinator to manage the mascot at events and assist with the staffing of the regional events where the SWMCB exhibits.
6. Evaluate the effectiveness of the Children's Green Guardian outreach program.

**Deliverables/Products:**

1. 60 mascot appearances.
2. Increased traffic by kids and teachers to the "For Kids" section of GreenGuardian.com.
3. Evaluation of children's outreach program.

<b>C. Communications: Children (and Their Guardians and Teachers)</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Update Kids Sections of Website	Gortons Studios (web vendor)	\$5,000
Mascot Appearances, Handling, and Event Management	60 Appearances and Handling Transportation Mascot Cleaning Repair, and Enhancements	Appearances: \$27,700 Other: \$3,000 Total: TBD
Communications Assistant	Deborah Hudleston	\$15,000
Promotional Materials, Printing, and Paid Advertising for Contest and General Awareness	Promotional Materials Printing and Paid Advertising	\$10,000
Communications Planning and Management	RRA	\$7,924.00
<b>Subtotal</b>		<b>\$68,624.00</b>

**D. Communications: Business and Government**

**Project Summary:** Promote reduction, recycling, and proper management of business and government waste.

**Tasks:**

1. Maintain the For Business section of the web including:
  - a) For Office;
  - b) For Shipping;
  - c) For Construction; and
  - d) For Government.
2. Update half of the web version of the Resourceful Waste Management Guide. Through county and partner promotions, communicate the SWMCB's environmental message and availability of the Resourceful Waste Management Guide on GreenGuardian.com. (Note: Half of the Guide will be updated each year.)
3. Identify and work with industry partners on communication efforts.

**Deliverables/Products:**

1. Increased traffic to GreenGuardian.com's "For Business" pages.

<b>D. Communications: Businesses and Government</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Enhance and Update the For Business Pages of Website	Gortons Studios (web vendor)	\$3,500
Communications Assistant for the RWMG	Deborah Hudleston	\$8,000
Project Management	RRA	\$1,056
<b>Subtotal</b>		<b>\$12,556</b>

**E. Community POWER**

**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 2007 (these grant projects were fully funded in 2007).
2. Fund Community POWER non-profit organization grants for 2008 projects (project will extend to mid-2009).
3. Provide direct project assistance to all grantees. Conduct quarterly meetings for the non-profit organizations.
4. Evaluate the past Community POWER grant programs and develop and implement a systematic evaluation of the waste reduction and recycling impacts of the grants.

5. Incorporate the Green Guardian into the Community POWER program where appropriate.
6. Review and update the Community POWER pages on GreenGuardian.com. Create searchable project descriptions and tools/products databases for GreenGuardian.com.
7. Share the successes of Community POWER at regional events such as the State Fair and at community and waste-related events.
8. Update and expand Community POWER resource guides.

**Deliverables/Products:**

1. Eight funded 2008 Community POWER projects.
2. Evaluation of reduction and recycling impact achieved through Community POWER grants.
3. Updated web pages and searchable databases for the Community POWER program on GreenGuardian.com.

<b>E. Communications: 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	\$96,000
Room Rental for Quarterly Meetings/Supplies and Miscellaneous Expenses	Rental/Meeting Expense	\$4,000
Direct Project Assistance for 2008 Funded Projects, Website Review, Database Creation, Program Evaluation, Assessment, and Coordination with Other SWMCB Communication Activities	Contractor (2 year contract)	\$55,000
Grant Management and Project Management and Strategic Guidance	RRA	\$16,325.00
<b>Subtotal</b>		<b>\$171,325.00</b>

**F. Environmentally Preferable Procurement (EPPG)**

**Project Summary:** Conduct research to update the web-based Environmental Preferable Procurement Guide (EPPG). Promote the availability of the guide.

**Tasks:**

1. Participate in team led by the MPCA to update the content of the web based version of the EPPG.
2. Work with the MPCA to promote the web based EPPG utilizing existing promotional avenues.
3. Coordinate the technical aspects of placing the EPPG on GreenGuardian.com. (Note: MPCA staff will be asked to enter

- updates directly into the content management system of GreenGuardian.com.)
4. Begin development of model procurement policies and purchasing control for use by public entities.

**Deliverables/Products:**

1. Update the web-based EPPG.

<b>F. Communications: Environmentally Preferable Procurement</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Update EPPG	Gortons Studios (web vendor)	\$15,000
Facilitation and Technical Assistance	RRA	\$1,056
<b>Subtotal</b>		<b>\$16,056</b>

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

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

**Tasks:**

1. Convene meetings of the reduction and recycling staff and lead Commissioners to coordinate project activities as needed.
2. Share information on reduction and recycling in counties and at the regional level.
3. Participate in the planning for MPCA's statewide Reinvigorate Recycling campaign. Share materials developed for the SWMCB campaign and identify opportunities for collaboration.
4. Sponsor or support local conferences, and present information about SWMCB projects at local conferences or meetings such as SWAA, RAM, MPCA or ARM meetings.

**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 recycling campaign.

<b>G. Communications: Reduction and Recycling: Communications and Coordination</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Conference Sponsorship	Sponsorship	\$1,000
Facilitation and Coordination	RRA	\$13,440
<b>Subtotal</b>		<b>\$14,440</b>

## II. Regional Policy

### A. Regional Processing

**Project Summary:** Maximize the use and capacity of waste-to-energy facilities to process waste in an environmentally sound and cost-effective manner. Expand processing options and explore a regional approach to MSW processing.

**Tasks:**

1. Address issues arising out of the expiration of the northern counties service agreements including the evaluation of scenarios for a regional approach to processing.
2. Continue development of expanded regional processing options.
3. Consider waste delivery options: financial or regulatory.
4. Assess regional processing in accordance with the outcomes in the Regional Solid Waste Master Plan.
5. In companionship with the regional processing discussion, develop a framework for assessing the current strengths and weaknesses of the metropolitan waste management system, with the goal of developing recommendations to make the system more cost-effective, efficient, and environmentally effective.
6. Convene quarterly meetings of the SWMCB Processing Committee.

**Deliverables/Products:**

1. Development of regional processing options.
2. Regional processing recommendations.

<b>A. Regional Policy: Regional Processing</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Legal Assistance	Stoel Rives	\$20,000
Policy Advice and Project Management	RRA	\$22,445
<b>Subtotal</b>		<b>\$42,445</b>

### B. Product Stewardship: E-Waste

**Project Summary:** In a collaborative manner with stakeholders and MPCA, continue to provide resources to the counties and cities that will advance the successful implementation of the 2007 e-waste legislation and encourage consumers to recycle e-waste.

**Tasks:**

1. Facilitate the e-waste staff implementation committee that will continue to advise and assist in the development of resources for cities and counties and address issues to successfully advance the implementation of the e-waste legislation.
  - a) Meet with representatives of the e-waste manufacturing, retaining, collection, and recycling industry to gather information on programs and identify and advance issues of mutual benefit, as needed. Report opportunities to the SWMCB.
  - b) Work with MPCA staff to track the implementation of the legislation and quantity of e-waste recycling.
  - c) Work with counties and the MPCA to standardize administration of e-waste.
2. Utilizing the e-waste implementation committee, develop and distribute resources that will help cities and counties obtain competitive pricing and convenient disposal options for e-waste recycling.
3. In cooperation with the MPCA, update Greenguardian.com with new e-waste and recycling information for the Twin Cities region.
  - a) Implement the strategic public relations plan developed in 2007 for promoting e-waste recycling in 2008 when programs are in place. Work closely with MPCA, SWAA and other stakeholders.
  - b) 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 and the Greenguardian.com web site as a source of consolidated e-waste recycling information.

**Deliverables/Products:**

1. Updated resources for cities and counties to use in the procurement of services.
2. Informational and promotional resources for use by cities and counties and updated design on Greenguardian.com.
3. Updated tool kit of resources to encourage consumers to recycle.
4. Implementation of the strategic public relations and advertising plan.
5. Coordinate legislative issues with stakeholders and partners.

<b>B. Regional Policy: Product Stewardship: E-waste Implementation</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure (Under Development)</b>
Graphic Design and Photographic Resources		(Budgeted in Communications)
Web Page Services	Gortons Studios (web vendor)	(Budgeted in Communications)
Facilitation, Communications and Project Management	RRA	\$25,080
<b>Subtotal</b>		<b>\$25,080</b>

**C. Regional Policy: Minnesota Paint Product Stewardship Project**

**Project Summary:** Continue to work with the Paint Product Stewardship Initiative stakeholders in the design and implementation of a replicable statewide and industry funded post consumer paint management system.

**Tasks:**

1. Continue to provide the services of a Minnesota Paint Demonstration Project Coordinator to assist in the design and implementation and evaluation of the paint management system.
2. Represent the interests of government by participating in national Paint Product Stewardship Initiative meetings.
3. Continue to participate in the activities outlined in the Memorandum of Understanding with the Paint Product Stewardship Initiative executed by the SWMCB in Fall 2007 (pending execution).
4. Present updates on the on-going work of the project and present findings of the demonstration project at regional and state meetings.
5. Evaluate the success of the Paint Demonstration Project and identify next steps for the SWMCB.
6. Amend the current agreement with Carver County to extend the project through December 31, 2008.

**Deliverables/Products:**

1. Statewide and fully funded paint demonstration project.
2. Final report on project results and recommendations for next steps.

**C. Regional Policy: Minnesota Paint Product Stewardship Project** (Note the budgeted amount is for the last 6 months of 2008. The 2007 budget includes expenditures through June 30, 2007.)

Activity	Contractor/Type of Expense	Expenditure
Paint Demonstration Project Coordinator	Carver County (Salary and Fringe Benefits)	\$38,000
Miscellaneous Expenses (mileage, printing, postage, phone, supplies, etc.)		\$4,000
National Travel		\$4,000
Project and Contract Management	RRA (12 months)	\$2,945
<b>Subtotal</b>		<b>\$48,945</b>

**D. Regional Policy Development**

**Project Summary:** Identify and address legislative and policy issues, coordinate intergovernmental initiatives.

**Tasks:**

1. Address 2008 legislative issues.
2. Hold a legislative Forum at a SWMCB meeting, so that environmental organizations can share information on legislative initiatives.
3. Develop 2009 legislative package.
4. Participate in AMC's Solid Waste Task Force, legislatively created task force, and committees led by partner organizations.
5. Address intergovernmental policy initiatives, including joint initiatives with the MPCA, AMC, and others.
6. Provide testimony on the legislative and technical information in support of the SWMCB's legislative package.
7. Participate in the Midwest Product Stewardship Council.
8. Advise/participate in the MPCA's statewide collection study.

**Deliverables/Products:**

1. Address 2008 legislative issues.
2. Develop 2009 legislative package.
3. Coordination of legislative and intergovernmental issues.

**D. Regional Policy: Regional Policy Development**

Activity	Contractor/Type of Expense	Expenditure
Lobbying	Capitol Hill Consultants, Inc.	\$54,000
Policy Assistance	RRA	\$12,415
<b>Subtotal</b>		<b>\$66,415</b>

**E. MPCA Policy Plan**

**Project Summary:** Collaborate with the MPCA in the development of the MPCA's Policy Plan which serves as the guiding policy document used by metropolitan counties to develop the county and regional Solid Waste Master Plans. Development of the Policy Plan, which is due December 1, 2009, will begin in July 2008.

**Tasks:**

1. Enter into a Memorandum of Understanding with the MPCA for the joint development of the Policy Plan whereby the SWMCB plays a primary role in the drafting of the document and seeking of stakeholder involvement.
2. Begin drafting the Policy Plan.

**Deliverables/Products:**

1. Collaborative approach to the development of the MPCA Policy Plan.

<b>E. Regional Policy: MPCA Policy Plan</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Policy Advice and Facilitation	RRA	\$10,070
<b>Subtotal</b>		<b>\$10,070</b>

**F. Source Separated Organics Management**

**Project Summary:** Encourage the expansion of source separated organics management in the region through the assessment of public and private options, technical assistance, and promotions.

**Tasks:**

1. Evaluate, in consultation with the MPCA, the financial, regulatory and policy implications of considering source separated organics management as recycling, processing or as a new classification and recommend changes.
2. Set an aggressive organic material tonnage diversion goal, with coordination from the MPCA. This goal will reflect available markets for organic materials. If the goal is not met, pursue additional strategies which may include legislation to implement a ban of residential and/or commercial organic material being placed in the trash.
3. Update the 2007 Source Separated Food Waste and Organics Material Management Report proposed in 2007 to interpret results from 2007 and 2008 pilot projects.

4. Continue to evaluate the role of economic pressure points of organic management systems, including state, regional and county incentives and disincentives by sector and management method.
5. Review and evaluate the implementation of hybrid compost bin distribution programs of select counties and make recommendations to the region for future distribution events.

**Deliverables/Products:**

1. Evaluation of financial, regulatory and policy implications of definitional classifications.
2. Organic material tonnage diversion goals.
3. Updated analysis of the performance of food and organic management programs in region.
4. Evaluation of the role of economic pressure points by sector and management method.

<b>F. Regional Policy: Source Separated Organics Management</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Policy Advice and Facilitation	RRA	\$20,968
<b>Subtotal</b>		<b>\$20,968</b>

**G. Waste Streams Policy Development (Including Shingles)**

**Project Summary:** In collaboration with MPCA, SWAA, AMC, and stakeholders, implement the recommendations in 2007 Minnesota Construction, Demolition and Industrial Waste statewide study with 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. Convene meetings of the Waste Streams Policy Committee to guide the implementation of the 2007 Study recommendations.
2. Utilize the Waste Streams Project Management staff team comprised of SWMCB, MPCA, and SWAA representatives to implement project work and the work and facilitate the technical consultant.
3. Convene statewide industry stakeholders to serve as a technical resource and to obtain comment on implementation strategies.
4. Establish recovery targets for tear off shingle scrap, wallboard, biomass, and glass. (SWMCB lead with advisory support from MPCA)
5. Taking into consideration life-cycle economics, greenhouse gas emissions, and the density of the State's population, for each targeted material, develop specific economic strategies and incentives for landfill and solid waste tax structure, public subsidies, operating and capital grants, tax credits, differential tip fees and other economic strategies for each targeted material.
6. Advance the market development for targeted materials.

- A) Biomass: Work with the MPCA to monitor the nexus between State solid waste policy and State energy policy to assure that biomass from NonMSW is considered a viable fuel. Disseminate updates to facilities and counties statewide.
- B) Wallboard: Develop a recommendation for a product stewardship approach for wallboard for implementation in 2009.
- C) Serve in a supportive role to MPCA's work on developing markets for glass.
- D) Develop an outreach and technical assistance plan.
- E) Participate in MPCA's pre-demo inspections team in order to increase recycling/reuse.

**Shingles Recycling Tasks:**

- 1. Continue to develop a sustainable infrastructure for the collection, processing, and utilization of tear-off shingle scrap in hot-mix asphalt (HMA) by promoting the adaptation of Mn/DOT specifications for the use of tear-off shingles in asphalt.
- 2. Facilitate two Technical Working Group meetings of SWMCB, MPCA, and Mn/DOT staff to facilitate the adoption of Mn/DOT technical specifications for use of tear off shingles in asphalt.
- 3. Update the shingles pages on GreenGuardian.com and print a technical assistance fact sheet.

**Deliverables/Products:**

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

<b>G. Collaborative Activities: Waste Streams Policy Development (Including Shingles)</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Promote market demand for shingle recycling through technical assistance	Shingle recycling consultant (Dan Krivit as part of 2007 Foth Infrastructure & Environment, LLC contract)	\$10,000
Project Management and Technical Assistance	RRA	\$37,032
<b>Subtotal</b>		<b>\$47,032</b>

Note: The technical waste streams work conducted by Foth Infrastructure & Environment, LLC was funded in the 2007 budget.

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

**Project Summary:** Improve the collection of regional data through the use of an electronic database for residential recycling, HHW, solid waste and commercial recycling. Gather data on commercial recycling in the region and waste disposed at facilities. Prepare 2007 Annual Results Report.

**Tasks:**

1. Facilitate county staff's use of ReTRAC, an electronic database for regional data. Manage the ReTRAC system, including a) guiding the use of software, b) ensuring consistency of data, and c) running reports on recycling and HHW to be used in 2007 Annual Results Report and as needed for program management and policy development. Provide minimal updates/enhancements that address regional needs. (Note: the budget does not include substantial updates for county specific elements).
2. Obtain on-going training and support from ReTRAC software vendor and coordinate data entry with other counties, cities, haulers, end markets and others.
3. Gather and analyze regional HHW, MSW, recycling, hazardous waste, NonMSW, and regional hauler licensing data. Prepare 2007 Annual Results Report including regional policy implications.
4. Survey solid waste transfer stations serving the region and quantify the types of materials and amounts being recovered.
5. Prepare and consolidate SCORE, Certification, and LRDG reports, including financial elements, for submittal to MPCA.
6. Provide data reports on mixed paper and container recycling levels to help the Communication and Outreach Committee assess the impact of the RETHINK RECYCLING Campaign.

**Deliverables/Products:**

1. 2007 Annual Results Report.
2. Continue use of ReTRAC data management system.

<b>H. 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.	\$25,500
Project Management and Annual Results Report	RRA	\$28,006
<b>Subtotal</b>		<b>\$53,506</b>

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

**Project Summary:** Enhanced communication and information sharing among SWMCB staff. Offer policy updates and recommendations to the SWMCB for consideration.

**Tasks:**

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

3. Utilize monthly e-mails to provide Policy Staff with informative updates on SWMCB projects.

**Deliverables/Products:**

1. Policy direction on SWMCB indicators, given to staff committees.
2. Identification of policy issues for Board discussion.

<b>I. Regional Policy: Communication and Coordination</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Facilitation and Policy	RRA	\$45,181
<b>Subtotal</b>		<b>\$45,181</b>

**III. Collaborative Activities**

**A. Hospital/Healthcare Providers Hazardous Waste Management**

**Project Summary:** Continue to provide a consistent approach to regulation of hospital, dental and other healthcare providers. Provide training materials for inspectors and health care providers.

**Tasks:**

1. Continue to 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. Work with the MPCA, MCES, MnTAP, Minnesota Hospital Association, Minnesota Dental Association and healthcare providers.
2. Continue to develop and offer training courses and materials for hazardous waste inspectors and healthcare providers. This includes coordinating subcommittees of staff working on training and education, coordinating with healthcare providers, finding and contracting with trainers, organizing and convening training sessions, and providing follow up to attendees.
3. Develop strategies to achieve full regulatory compliance of hospitals, dental clinics and other health care facilities.
4. Work with the MPCA to identify, prioritize, and deliver efforts to reduce the release of mercury from solid and hazardous waste related products.
5. Make materials and strategies available to other organizations that wish to adopt the model developed by the SWMCB counties.
6. Continue to work with MPCA to develop outreach tools and regulatory strategies that will serve to raise awareness of properly identifying and managing hazardous waste from government healthcare function including state agencies and county health departments.

**Deliverables/Products:**

1. Consistent application of regulations.
2. Training materials for hazardous waste inspectors.
3. Trained health care facility staff.

<b>A. Collaborative Activities: Hospital/Healthcare Providers Hazardous Waste Management</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Training Expense		\$1,000
Facilitation and Coordination	RRA	\$4,968
<b>Subtotal</b>		<b>\$5,968</b>

**B. Hazardous Waste Regulatory Coordination**

**Project Summary:** Coordinate hazardous waste regulations among counties and the MPCA and monitor new technologies and new applications for materials that may affect the regulatory status of materials in the waste stream.

**Tasks:**

1. Convene meetings of the hazardous waste regulatory staff to a) share information on regulatory approaches and b) to monitor trends in product use that may affect the hazardous materials found in the waste stream.
2. Address MPCA rule changes regarding hazardous waste issues.
3. Continue to work in partnership with the MPCA to achieve efficiency in regulatory responsibilities.
4. Evaluate the implementation of the Hazardous Waste Joint Powers Agreement between Hennepin County, MPCA and the EPA on hazardous waste enforcement. Assess the benefits of implementing the JPA in other counties.
5. Coordinate ordinance language development in the region.

**Deliverables/Products:**

1. Enhanced communication among counties and agencies.
2. Identify emerging issues that will affect hazardous waste regulation and the solid waste stream.

<b>B. Collaborative Activities: Hazardous Waste Regulatory Coordination</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Facilitation and Coordination	RRA	\$5,934
<b>Subtotal</b>		<b>\$5,934</b>

**C. 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 level/hazardous materials in the waste stream.

**Tasks:**

1. Convene meetings of the toxicity reduction staff to share information on toxicity reduction efforts and HHW program approaches including operations, promotion and the State contract.
2. Monitor trends in product use that may affect the hazardous materials found in the waste stream.

3. Monitor and promote product stewardship approach for the proper management of unused/expired pharmaceuticals in collaboration with Healthcare Hazardous Waste team.
4. Monitor the disposal of household sharps in the solid waste stream.
5. Monitor and recommend improvements to maintaining a current drivers license database.

**Deliverables/Products:**

1. Enhanced communication among counties and the MPCA and identification of emerging issues that will affect the waste stream.
2. Promote proper disposal of household pharmaceuticals including a product stewardship approach.

<b>C. 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	\$5,934
<b>Subtotal</b>		<b>\$5,934</b>

**D. Solid Waste Regulatory Coordination and Regional Hauler Licensing**

**Project Summary:** Coordinate solid waste regulations among counties and the MPCA and issue base and operating licenses to MSW haulers. Begin to evaluate the operational, legal, technical, insurance, and financial aspects of the Regional Hauler Licensing Program.

**Tasks:**

1. Address MPCA rule changes regarding solid and infectious waste issues.
2. Continue to work in partnership with the MPCA to achieve efficiency in regulatory responsibilities.
3. Continue the Regional Hauler Licensing Program in 2008 by issuing base and operating licenses. Track data on number of licensed haulers and trucks in the region.
  - a. Begin to evaluate the Regional Hauler Licensing Program and prepare summary memos on the key issues and considerations that need to be evaluated.

**Deliverables/Products:**

1. Enhanced communication among counties and agencies and identification of emerging issues that will affect the waste stream.
2. Operating and base licenses issued for 2008.
3. Summary memos of Regional Hauler Licensing Program issues to be evaluated.

<b>D. Collaborative Activities: Solid Waste Regulatory Coordination and Regional Hauler Licensing Program Evaluation</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Printer		\$1,100
Facilitation and Coordination	RRA	\$4,968
<b>Subtotal</b>		<b>\$6,068</b>

**E. Mattress Recycling**

**Project Summary:** Identify sources of mattresses, steps to develop a facility and financial needs for establishment of a mattress recycling facility in the metro area.

**Tasks:**

1. Complete the evaluation of the results of the University of Minnesota study regarding the market for cotton fibers, that is scheduled to be completed by mid-2008. Perform market analysis for cotton fiber with the goal of securing a market for existing mattress recycling programs. (Jointly funded by Hennepin County and SWMCB in 2007).
2. Utilizing the information obtained through cotton fiber market study, identify the next steps in the mattress recycling project. Next steps may include developing a recycling plan, securing retailer and hauler participation.

**Deliverables/Products:**

1. Identify and secure market(s) for cotton fiber.
2. Develop mattress recycling implementation plan.

<b>E. Collaborative Activities: Mattress Recycling</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
<b>Subtotal</b>		<b>\$0</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 and forward invoices for approval and processing, coordinate receipt of payments, and prepare purchase orders).
  - B) Manage financial reporting requirements, and prepare the monthly and annual financial reports to the SWMCB.
  - C) Prepare multiple mid-year and end-of-year budget amendments.
  - D) Manage MPCA/SWMCB Funding Agreement. Begin process to amend agreement which expires June 2010.
  - E) 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 65 2007 contracts.
  - C) Draft and execute 2008 contracts (estimate: 70 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.

**Deliverables/Products:**

1. Execution of approximately 70 contracts.
2. Management of invoices and other financial issues.
3. Preparation of multiple budget amendments.

<b>A. Administration: Financial and Contract Management</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Financial Management	RRA	\$50,990
<b>Subtotal</b>		<b>\$50,990</b>

**B. Board and Committee Administration**

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

**Tasks:**

1. Hold ten Board meetings.
2. Hold five Executive Committee meetings.
3. Utilize SWMCB.org to communicate agenda, reports, and other printed materials to SWMCB staff and project partners.
4. Provide legal services (county staff or other) for SWMCB projects (e.g., manage the MPCA Funding Agreement).
5. Purchase letterhead, envelopes, and SWMCB supplies. Manage procurement and payment.
6. Explore technology options for facilitating meetings and reducing mailing and scheduling expenses.
7. Maintain Green Guardian telephone hotline.
8. Procure and maintain a SWMCB FTP site.

**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	Direct Costs	\$28,000
Per Diems	Direct Costs	\$6,000
SWMCB.org	Gortons Studios (web vendor)	\$5,000
Legal Services	Stoel Rives LLP	\$10,000
Project Administration	RRA	\$74,487
<b>Subtotal</b>		<b>\$123,487</b>

**C. 2009 Work Plan and Budget**

**Project Summary:** Prepare 2009 Work Plan and Budget.

**Tasks:**

1. Work with the Board and staff to coordinate the development of the 2009 work plan and budget.
2. Prepare budget documents including status reports, revenue projections, work plans, and line item budgets.

**Deliverables/Products:**

1. Adopted 2009 Work Plan and Budget.

<b>C. Administration: 2009 Work Plan and Budget</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Budget and Workplan Development	RRA	\$6,877
<b>Subtotal</b>		<b>\$6,877</b>

**V. 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. Continue on-going 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	\$16,450
Database Software Maintenance, Update, and Hosting	Emerge Knowledge Design, Inc.	\$2,000
Project Management	RRA	\$1,010
<b>Subtotal</b>		<b>\$19,460</b>

**B. County-Funded Special Project: 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 that Hennepin County is also expanding 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 eight grant projects.

**Deliverables/Products:**

1. Eight 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	Grants - \$86,980 Technical Assistance - \$24,000 \$110,980
Contract Management and Administration	RRA	\$9,020
<b>Subtotal</b>		<b>\$120,000</b>

Notes:

1. County special project contributions are as follows: Dakota County-\$40,000; Ramsey County-\$60,000; and Washington County \$20,000).
2. Hennepin has \$45,000 dedicated to 2008 Community POWER Grants through a coordinated but separate project.

### **C. Hazwoper Training**

**Project Summary:** Coordinate a hazwoper training session 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	RRA	\$670
<b>Subtotal</b>		<b>\$5,670</b>