



**2007 SWMCB Budget and Work Plan**  
**Approved: October 25, 2006**

**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 a series of 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 distribute a quarterly tip sheet to the media.
2. Establish rapid response to media protocol.
3. Write by-lined articles and pitch feature stories.

**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	Tunheim Partners	\$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 quarterly Consumer Green Tips electronic newsletters to subscribers. Seek additional subscribers for the Green Tips newsletter and maintain the subscriber database.
  - C) Implement technical improvements to the website to increase traffic, and provide for easy updating of content, such as changing the platform to a content management system and developing functional upgrades.
  - D) Track the usage of GreenGuardian.com and the 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 2006 "Tool Kit" targeting residential recycling of mixed paper 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.
    - ii. Utilize paid media and public relations to promote the residential recycling campaign. Seek sponsorships for supplemental funding for paid advertising.
    - iii. Utilize the Residential Recycling Advisory Team, the Terminology and Benchmarking Team, and the Resource Development Team to assist in the expansion of the 2006 mixed paper campaign and the development of the next residential recycling campaign focus. Begin planning for the next materials to be promoted following the mixed paper campaign.
    - iv. Work in partnership with municipalities, environmental groups, and waste and recycling haulers on communication efforts.
  - B). Toxicity Reduction
    - i. Monitor the 2007 legislative decisions and implement the appropriate campaign related to CRT recycling.
    - ii. Use earned media to promote CRT recycling.
3. Events and Related Promotional Materials
  - A) Display the "Trash Mountain" exhibit at the State Fair in the Eco-Experience building.
    - i. Review and update exhibit materials.
    - ii. Update promotional materials (print and other) for distribution.

- iii. Coordinate mascot appearances and Tricia & The Toonies appearance(s). Staff the 144-hour event.
    - iv. Secure earned media for the event and Green Guardian.
    - v. Evaluate the effectiveness of exhibiting at the State Fair.
  - B) Participate in the Living Green Expo
    - i. Display the Green Guardian display or portions of the Trash Mountain exhibit 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, Kids Fest, 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 in 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 event planning, responding to questions sent to info@GreenGuardian.com, requests for mascot appearances, writing copy for GreenGuardian.com and brochures, 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. Quarterly GreenTips electronic newsletters.
- 4. Protection of the Green Guardian brand.

<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.net	\$30,000
Web Hosting, Search Fees, Database Management, Web Tracking Software	Web Fees	\$5,000
Paid Advertising and Public Relations	Campaign Assistance: Residential Recycling State Fair CRTs Paid Advertising General Assistance	Public Relations and Paid Advertising \$100,000
Event Fees, Graphic Design, Printing, Postage, Collateral Products, Newspaper Clipping Service, Living Green Expo Sponsorship	Graphic Designer Printing Event Fees	\$25,000
State Fair Exhibit	Admission Display Update Promotional Brochures and Items Exhibit Transportation and Set-Up Actor	\$32,500
Communications Assistant	Samantha Yocom (also budgeted under Kids I.D.)	\$25,000
Trademark Management	Lindquist and Vennum, P.L.L.P.	\$60,000
Planning, Project Management and Implementation, Vendor Management, Strategy Development	RRA	\$63,000
<b>Subtotal</b>		<b>\$340,500</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 puppet, and by expanding the website.

**Tasks:**

1. Manage 65 mascot appearances at community events, media appearances, fairs and school events.
2. Contract with Tricia & The Toonies for four productions of the Enviro Show featuring the Green Guardian puppet at regional venues (e.g., State Fair, Minnesota Zoo, Como Zoo).

3. Expand the "For Kids" section of the website to include additional activities for kids and resources for teachers.
4. Implement a kids' Green Guardian coloring, environmental writing, or other contest to a wider audience, including schools.
5. Use earned media and paid advertising to gain publicity and to promote the Green Guardian to kids. Paid advertising may include Radio Disney and/or Minnesota Parent magazine.
6. 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.

**Deliverables/Products:**

1. 65 mascot appearances.
2. Four Enviro Show productions by Tricia and the Toonies.
3. Increased traffic by kids and teachers to the "For Kids" section of GreenGuardian.com

<b>C. Communications: Children (and Their Guardians and Teachers)</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Enhance and Update Kids Sections of Website	Gortons.net	\$5,000
Mascot Appearances and Management	Climb Theatre, Inc. (65 Appearances) Transportation Mascot Cleaning Repair, and Enhancements	Climb Theatre: \$19,500 Other: \$3,000 Total: \$22,500
Mascot Handler and Event Coordinator	Contractor	\$7,500
Communications Assistant	Samantha Yocom (also budgeted in Consumers I.B.)	\$15,000
EnviroShow Regional Performances	Tricia & The Toonies	\$4,000
Promotional Materials, Printing, and Paid Advertising for Contest and General Awareness	Promotional Materials Printing and Paid Advertising	\$20,000
Communications Planning and Management	RRA	\$15,000
<b>Subtotal</b>		<b>\$89,000</b>

**D. 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 2006 (these grant projects were fully funded in 2006).
2. Fund Community POWER non-profit organization grants for 2007 projects (project will extend to mid-2008).
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. Manage 10 mascot appearances at Community POWER events.
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.

**Deliverables/Products:**

1. Eight to nine funded 2007 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>D. 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	\$100,000
Room Rental for Quarterly Meetings	Rental/Meeting Expense	\$4,000
Direct Project Assistance for 2007 Funded Projects, Website Review, Database Creation, Program Evaluation, Assessment, Handle 10 Mascot Appearances, and Coordination with Other SWMCB Communication Activities	Erin Bowley	\$31,250
Grant Management and Project Management	RRA	\$16,000
<b>Subtotal</b>		<b>\$151,250</b>

## E. Environmentally Preferable Procurement

### Project Summary:

Host Environmentally Preferable Procurement Workshops and assess the use of the Environmentally Preferable Procurement Guide (EPPG), and determine if there is a need to update the EPPG.

### Tasks:

1. Anoka, Washington, and Hennepin Counties will host workshops for public sector procurement staff to share information on products and purchasing options.
2. In collaboration with the MPCA, evaluate the current use of the EPPG and assess the need to update the EPPG.

### Deliverables/Products:

1. Three county-planned procurement workshops.
2. Determination of the need to update the EPPG.

<b>E. Communications: Environmentally Preferable Procurement</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Host Workshops		\$6,000 – Budget carried forward from 2006
EPPG: Assess Need		\$0
Facilitation and Technical Assistance	RRA	\$1,000
<b>Subtotal</b>		<b>\$1,000</b>

## F. 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.
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 the Recycling Association of Minnesota's Annual Conference.

### Deliverables/Products:

1. Enhanced communication and transfer of learning between counties and the MPCA.

2. Leveraged resources through shared information and joint planning of the recycling campaign.

<b>F. Communications: Reduction and Recycling: Communications and Coordination</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
RAM Conference Sponsorship	Sponsorship	\$1,000
Facilitation and Coordination	RRA	\$5,000
<b>Subtotal</b>		<b>\$6,000</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. Explore the options for a regional approach to MSW processing.

**Tasks:**

1. Address issues arising out of the expiration of the service agreements.
2. Continue development of regional processing options, including the evaluation of scenarios for a regional approach to processing at RDF facilities.
3. Develop recommendations to achieve greater efficiencies for waste delivery.
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	Lindquist & Vennum, P.L.L.P.	\$35,000
Policy Advice and Project Management	RRA	\$35,000
<b>Subtotal</b>		<b>\$70,000</b>

### B. Product Stewardship: Electronic Waste, Latex Paint, and Product Stewardship Council

**Project Summary:** Lead project stewardship initiatives that further develop a shared responsibility model for the management of electronic waste and latex paint. Support the development of a regional product stewardship council.

**Tasks- Electronic Waste and Latex Paint:**

1. Continue to lead and participate in efforts to develop legislation that will ensure that residents have accessible and affordable options for recycling e-waste through a shared responsibility model.
2. Outreach and Communications:
  - A) Continue to engage public policy leaders to gain their support of a shared responsibility model.
  - B) Using GreenGuardain.com and other promotional tools, continue to inform residents about the July 1, 2006 prohibition on placing CRTs in MSW and on the proper disposal options.
3. Continue participation in the National Paint Product Stewardship Initiative (PPSI), including participation in the Life Cycle Analysis Work Group and the latex paint waste reduction project.
4. Partner with the MPCA to examine the potential for developing a streamlined partnership approach to multi-waste stream product stewardship.

**Tasks- Product Stewardship Council:**

1. Support the MPCA's product stewardship initiative that may lead to the development of a regional product stewardship council. The MPCA, with SWMCB involvement, will:
  - i. Prepare a training module that outlines stewardship with a focus on opportunities for local government.
  - ii. Conduct three to four training sessions statewide for local government.
  - iii. Prepare a final report that will outline strategies and issues to facilitate Minnesota's local government involvement in a regional Product Stewardship Council.

**Deliverables/Products:**

1. Legislation advancing e-waste product stewardship.
2. Participation in the National Paint Product Stewardship Initiative.

<b>B. Regional Policy: Product Stewardship: Electronic Waste, Latex Paint, and Product Stewardship Council</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Latex Paint: Participate in National Paint Discussions and Project Membership, Project Support	Travel (\$4,000) Membership (\$4,000) Project Support (\$1,000)	\$9,000
Support of MPCA's Proposed Product Stewardship Council	Sponsorship	\$3,000
Project Management and Legislative Assistance: E-Waste, Project Facilitation for Latex Paint	RRA	\$30,000
<b>Subtotal</b>		<b>\$42,000</b>

### C. Regional Policy Development

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

**Tasks:**

1. Address 2007 legislative issues.
2. Develop 2008 legislative package.
3. Address intergovernmental policy initiatives, including joint initiatives with the MPCA.

**Deliverables/Products:**

1. 2008 legislative package
2. Coordination of legislative and intergovernmental issues.

<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.	\$52,000
Policy Assistance	RRA	\$16,000
<b>Subtotal</b>		<b>\$68,000</b>

### D. 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. Research challenges and opportunities to expand organics management options for non-residential waste including the review of existing data and case studies.
2. Research challenges and opportunities to expand organic management options and programs for residential waste including the review of the 2006 SWMCB Backyard Compost Bin Program Evaluation, existing data, and case studies. Evaluate current county efforts supporting the collection of residential food waste and other organic waste.
3. Identify policy implications associated with non-residential and residential source separated organics management.
4. Continue gathering information on the management of food waste and other organics in preparation for the analysis and development of the 2007 report recommending specific regional implementation strategies that lead to increased collection and management of organics.
5. Assess previous and current county promotions of organics management to schools/school districts and review current school food waste/organic program performance and implementation. Include recommendations for future promotions in the 2007 report.

6. Share information about county and municipal initiatives to reduce, reuse, recycle, and compost food waste through quarterly staff meetings.
7. Determine current and future quantity and capacity of supplying finished yard waste and source separated organics compost for use by government entities.

**Deliverables/Products:**

1. Report that recommends specific source-separated organics management implementation strategies and policy implications.

<b>D. Regional Policy: Source Separated Organics Management</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Project Management and Research	RRA	\$21,000
<b>Subtotal</b>		<b>\$21,000</b>

**E. Construction, Demolition and Industrial Waste**

**Project Summary:** Complete the Minnesota Construction, Demolition, and Industrial Waste Study and develop policy recommendations.

**Tasks:**

1. Complete the Minnesota Construction, Demolition, and Industrial Waste Study.
2. Using the results of the Study data, prior research, and other available data, develop policy recommendations that will lead to increased resource conservation.
3. Convene monthly meetings of the Waste Streams staff group to guide the work of the Study and policy recommendations.
4. Convene quarterly meetings of the Waste Streams Policy Committee.
5. Engage stakeholders in the Study and in the development of recommendations.

**Deliverables/Products:**

1. Completed Minnesota Construction, Demolition, and Industrial Waste Study.
2. Policy recommendations regarding strategies to increase the resource conservation of the construction, demolition, and industrial waste stream.

<b>E. Regional Policy: Construction, Demolition, and Industrial Waste</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Facilitation and Technical Assistance	RRA	\$15,000
<b>Subtotal</b>		<b>\$15,000</b>

**F. 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 2006 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 and expansion of software, b) ensuring consistency of data, c) recommending modifications to the software, d) running reports on recycling and HHW to be used in 2006 Annual Results Report and as needed for program management and policy development, and e) create solid waste module for use in 2007 Annual Results Report.
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 2006 Annual Results Report including regional policy implications.
4. Prepare and consolidate SCORE, Certification, and LRDG reports, including financial elements, for submittal to MPCA.
5. Provide data reports on mixed paper recycling levels to help the Communication and Outreach Committee assess the impact of the Rethink Recycling Campaign.
6. Research commercial recycling rates and identify improved methods for reporting commercial recycling utilizing the ReTRAC system. Consolidate commercial recycling data obtained through research and assess gaps in data. Evaluate and develop policy recommendations if appropriate regarding options for regional data analysis.
7. Convene quarterly meetings of the Commercial Recycling Team a) to evaluate data, and b) to develop policy recommendations.

**Deliverables/Products:**

1. 2006 Annual Results Report.
2. Expanded ReTRAC data management system.
3. Improved understanding of commercial recycling in the metropolitan area.

<b>F. 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	\$25,381
Project Management and Annual Results Report	RRA	\$35,000
<b>Subtotal</b>		<b>\$60,381</b>

**G. 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.

**Deliverables/Products:**

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

<b>G. Regional Policy: Communication and Coordination</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Facilitation and Policy Coordination	RRA	\$24,000
<b>Subtotal</b>		<b>\$24,000</b>

### III. Collaborative Activities

#### A. Hazwoper Training

**Project Summary:** 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.
2. Collect registration fees to offset cost of the training.

**Deliverables/Products:**

1. Trained hazardous waste regulatory staff.

<b>A. Collaborative Activities: Hazwoper Training</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Trainer, Registration and Logistics	Contractor	\$1,000
Facilitation	RRA	\$700
<b>Subtotal</b>		<b>\$1,700</b>

#### B. 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.

**Deliverables/Products:**

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

<b>B. 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 Technical Assistance	RRA	\$5,000
<b>Subtotal</b>		<b>\$6,000</b>

**C. 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. Continue to monitor the existing Memorandum of Understanding regarding the Hazardous Waste Fee Collection system.
5. Coordinate the implementation of the Hazardous Waste Joint Powers Agreement between counties, MPCA and the EPA on hazardous waste enforcement.
6. 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>C. Collaborative Activities: Hazardous Waste Regulatory Coordination</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Facilitation and Coordination	RRA	\$6,000
<b>Subtotal</b>		<b>\$6,000</b>

**D. 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.

**Deliverables/Products:**

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

<b>D. 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	\$6,000
<b>Subtotal</b>		<b>\$6,000</b>

**E. Solid Waste Regulatory Coordination**

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

**Tasks:**

1. Convene meetings of the solid waste regulatory staff to a) share information on solid and infectious waste management regulatory approaches, and b) to monitor trends in product use that may affect the toxicity of materials found in the waste stream.
2. Address MPCA rule changes regarding solid and infectious waste issues.
3. Continue to work in partnership with the MPCA to achieve efficiency in regulatory responsibilities.

4. Continue the Regional Hauler Licensing Program by issuing base and operating licenses.
5. Track data on number of licensed haulers and trucks in the region.
6. Evaluate the need for a change in solid waste hauler license fees.
7. Evaluate expanding the current regional MSW hauler licensing requirement to include NonMSW haulers.

**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.

<b>E. Collaborative Activities: Solid Waste Regulatory Coordination</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Truck Decals	Printer	\$1,000
Facilitation and Coordination	RRA	\$6,000
<b>Subtotal</b>		<b>\$7,000</b>

**F. Shingles Recycling**

**Project Summary:** Continue to develop a sustainable infrastructure for the collection, processing, and utilization of tear-off shingle scrap in hot-mix asphalt.

**Tasks:**

1. Continue to participate as a project partner in the U.S. EPA grant awarded to Construction Materials Recycling Association (CMRA) in November, 2005, which continues to identify and establish the benefits and feasibility of utilizing tear-off shingle scrap in hot-mix asphalt. Serve as a liaison between CMRA and county engineers to encourage the implementation of pilot projects in counties.
2. Continue monitoring progress and results from the U.S. EPA grant to CMRA and the Minnesota Local Road Research Board, Hennepin County and Dakota County grants related to the pilot project use of tear-off shingle scrap in hot mix asphalt in Hassan Township.
3. Consolidate information and data from research. Perform evaluation and synthesis of relevant data and implications for the region.
4. Continue to initiate and facilitate discussions with hot-mix asphalt producers, pavers, waste industry stakeholders, city and county engineers, purchasing staff and regulatory agencies to identify synergies that would result in establishing industry-led collection and processing of tear-off shingle scrap to supply the local hot-mix asphalt industry. Share findings through outreach to cities and other governmental organizations that purchase hot-mix asphalt.
5. Attend, exhibit and present at the 2007 Minnesota Asphalt Pavement Association conference.

6. Identify next steps and the appropriate role for the counties and region for 2008.
7. Procure a consultant to exhibit at the 2007 Minnesota Asphalt Pavement Association, serve as a technical resource and facilitate discussions with stakeholders.
8. Working with the non-MSW team, identify opportunities and promote the use of hot-mix asphalt containing manufactured or tear-off shingle scrap to government entities and the private sector.

**Deliverables/Products:**

1. Promotion of the adoption of a Mn/DOT specification.
2. Provide technical assistance to cities and other governmental organizations to facilitate purchase of hot-mix asphalt containing tear off and manufacturer shingle scrap.
3. Expand market for recycled content hot-mix asphalt.

<b>F. Collaborative Activities: Shingles Recycling</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Promote market demand for shingle recycling through hot mix asphalt purchases/technical assistance to government entities	Contractor	\$10,000
Conference Exhibit Fees		\$1,000
Facilitation and Technical Assistance	RRA	\$6,000
<b>Subtotal</b>		<b>\$17,000</b>

**G. Mattress Recycling**

**Project Summary:** Assess the feasibility and environmental benefits of recycling mattresses in one or more SWMCB counties.

**Tasks:**

1. Work with the MPCA to review other mattress recycling programs in Minnesota. The review will include economic, operational, regulatory, and environmental aspects of the programs.
2. Determine the feasibility of implementing the program in one or more SWMCB counties.

<b>G. Collaborative Activities: Mattress Recycling</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Facilitation	RRA	\$4,000
<b>Subtotal</b>		<b>\$4,000</b>

**H. NonMSW Collaborative Activities: Coordination and Communication**

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

**Tasks:**

1. Convene quarterly meetings of county nonMSW staff to share information on progress made on SWMCB and county nonMSW projects.
2. Survey solid waste transfer stations serving the region and quantify the types of materials and amounts being recovered.
3. Identify opportunities and promote the use of hot mix asphalt containing manufacturer or tear off shingle scrap to government entities and the private sector.
4. Participate and serve as a resource on the Construction, Demolition, and Industrial Waste Study.

**Deliverables/Products:**

1. Enhanced coordination and communication.
2. Regional transfer station data summary.

<b>H. Collaborative Activities: NonMSW Collaborative Activities: Coordination and Communication</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Communication and Coordination	RRA	\$6,000
<b>Subtotal</b>		<b>\$6,000</b>

#### IV. Administration

##### A. Financial and Contract Management

**Project Summary:** Manage the finances of the SWMCB and 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, prepare purchase orders).
  - B) Manage financial reporting requirements, and prepare the monthly and annual financial report to the SWMCB.
  - C) Prepare mid-year and end-of-year budget amendments.
  - D) Manage MPCA/SWMCB Funding Agreement.
2. Contract Management
  - A) Manage procurement issues, including bids, price quotes, and RFPs/RFQs.
  - B) Close out the 2006 contracts.
  - C) Draft and execute 2007 contracts (estimate: 40 contracts).
3. Beginning in January 2007, RRA will provide overall financial management and reporting services for the SWMCB as outlined in the Dakota County October 17, 2006 memo. Dakota County will retain and disburse all funds on behalf of the SWMCB.

**Deliverables/Products:**

1. Execution of approximately 40 contracts.
2. Management of financial issues.

<b>A. Administration: Financial and Contract Management</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Management and Administration	RRA	\$51,000
<b>Subtotal</b>		<b>\$51,000</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. Ten Board meetings.
2. 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.

**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	Direct Costs	\$25,000
Per Diems		\$6,000
SWMCB.org	Gortons.net	\$5,000
Legal Services	Lindquist & Vennum, P.L.L.P.	\$10,000
Project Administration	RRA	\$78,000
<b>Subtotal</b>		<b>\$124,000</b>

**C. 2008 Work Plan and Budget**

**Project Summary:** Prepare 2008 Work Plan and Budget.

**Tasks:**

1. Work with the Board and staff to coordinate the development of the 2008 work plan and budget.
2. Prepare budget documents including status reports, revenue projections, work plans, and line item budgets.

**Deliverables/Products:**

1. Adopted 2008 Work Plan and Budget.

<b>C. Administration: 2008 Work Plan and Budget</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Budget Development	RRA	\$8,000
<b>Subtotal</b>		<b>\$8,000</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.
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.
4. Update VSQG database to open source platform.

**Deliverables/Products:**

1. Updated and easy-to-access database of VSQG manifests.

<b>A. Special Projects: VSQG Program</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Database Manifest Entry	Hennepin County	\$15,600
Database Software Maintenance, Update, and Hosting	Emerge Knowledge Design, Inc.	\$10,000
Project Management	RRA	\$2,500
<b>Subtotal</b>		<b>\$28,100</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 county. (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>A. County-Funded Special Project: Community POWER</b>		
<b>Activity</b>	<b>Contractor/Type of Expense</b>	<b>Expenditure</b>
Grant Funding Dakota County (2 Grants) Ramsey County (4 Grants) Washington County (2 Grants)	Dakota County (\$25,000) Ramsey County (\$40,000) Washington County (\$20,000)	\$85,000
Technical Assistance and Evaluation	Erin Bowley & Associates, LLC (\$2,750 per Grant)	\$22,000
Contract Management and Administration	RRA	\$8,000
<b>Subtotal</b>		<b>\$115,000</b>