

MARIN COUNTY HAZARDOUS & SOLID WASTE MANAGEMENT
JOINT POWERS AUTHORITY (aka ZERO WASTE MARIN)

Board of Directors Meeting – April 22, 2021
Meeting Online Only Via Zoom – Instructions to Participate on Second Page

2:30 – 4:30 p.m.

Public participation is welcome and encouraged. See instructions for ways to engage in this Public Meeting on the next page.

AGENDA

Call to Order

1. Open Time for Public Comment. (Information Only) 5 minutes.

Minutes

2. JPA Board Meeting Minutes from February 25, 2021. (Action) 1 minute.

Consent Calendar

3. Receive and File FY 2019-20 Audit. (Action) 5 minutes.

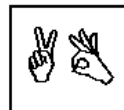
Regular Agenda

4. Receive report from JPA Board Budget Subcommittee (Chair Toy, Alilovich, Donery, and Eilerman) and Staff on Draft FY 21-22 Budget. Provide Direction to Staff for Final Draft. (Action) 35 minutes.
5. Report from R3 Consulting on Draft Zero Waste Plan Update and Solicitation of Feedback and Comments from the JPA's Local Task Force and General Public (Action) 75 minutes.
6. Adjournment.

The next JPA Board Meeting will be May 27, 2021 at 2:30 p.m.

- Agendas & staff reports also available at: <http://zerowastemarin.org/Agenda>

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All public meetings and events sponsored or conducted by the County of Marin are held in accessible sites. Requests for accommodations may be requested by calling (415) 473-4381 (voice) (415) 473-3232 (TTY) at least **four work days** in advance of the event. Copies of documents are available in alternative formats, upon written request.

Contact the County's Waste Management Division, at (415) 473-6647 for more information

Special Instructions on Public Participation

The Board of Directors welcomes and encourages public participation. Due to the Coronavirus and consistent with State of California Executive Order N-29-20 and the Marin County Public Health Officer's Orders, this Board Meeting will be held via videoconference only. All Board Members will be teleconferencing into the meeting. There will be no in-person physical meeting location. The public can participate in this Marin County Hazardous and Solid Waste Joint Powers Authority (Zero Waste Marin) Board Meeting via a Zoom webinar on April 22, 2021 at 2:30 p.m.

Zoom Webinar:

Click on this link to join the Board Meeting:

<https://marincounty-org-dpw.zoom.us/j/94597470212?pwd=ZmtVbWZXT0hVaUFFczBkYIRpWUZQQT09>

Password: 0e3fd6AY

During the Zoom Webinar, select the Raise Hand icon during the public comment time and you will be added to the queue and unmuted when it is your turn.

Calling In:

Or One tap mobile:

+12133388477,,94597470212#,,,,*70052371# US (Los Angeles)

+12063379723,,94597470212#,,,,*70052371# US (Seattle)

Or join by phone:

Dial(for higher quality, dial a number based on your current location):

US: +1 213 338 8477 or +1 206 337 9723 or +1 253 215 8782

Webinar ID: 945 9747 0212

Passcode: 70052371

International numbers available: <https://marincounty-org-dpw.zoom.us/j/94597470212?pwd=ZmtVbWZXT0hVaUFFczBkYIRpWUZQQT09>

*If you are "Calling In," press *9 during the public comment time and you will be added to the queue and unmuted when it is your turn. (Press *67 before dialing if you want to hide your phone number.)*

MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere

Date: April 22, 2021

Corte Madera

To: JPA Board of Directors

County of Marin

From: Steve Devine, Program Manager

Fairfax

Re: Open Time for Public Comment

Larkspur

The public is welcome to address the Board of Directors at this time on matters not on the agenda that are within its jurisdiction. Please be advised that pursuant to Government Code Section 54954.2, the Board is not permitted to discuss or act on any matter not on the agenda unless it determines that an emergency exists, or that there is a need to take immediate action which arose following posting of the agenda.

Mill Valley

Novato

Recommendation

Ross

Receive public comment. Information Only.

San Anselmo

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San Rafael

Sausalito

Tiburon

MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere Date: April 22, 2021

Corte Madera To: JPA Board of Directors

County of Marin From: Steve Devine, Program Manager

Fairfax Re: Approval of the February 25, 2021 JPA Board Meeting Minutes

Larkspur Please find attached the Draft Minutes from your last meeting.

Recommendation

Adopt a motion to approve the February 25, 2021 Minutes.

Mill Valley

Novato

Ross

San Anselmo

San Rafael

Sausalito

Tiburon

Board Chair: Please confirm the vote on this item by reading the following items out loud after the vote.

Motion: _____ Second: _____

Ayes: _____

Noes: _____

Abstentions: _____

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**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT JOINT POWERS AUTHORITY**

Board of Directors Meeting
Thursday, February 25, 2021
Meeting Online Only via Zoom
1:30 p.m. – 3:00 p.m.

MEMBERS PRESENT

Cristine Alilovich, San Rafael
Greg Chanis, Tiburon
Joe Chinn, Ross
Todd Cusimano, Corte Madera
David Donery, San Anselmo
Dan Eilerman, County of Marin (Alt.)
Matthew Hymel, County of Marin
Adam McGill, Novato
Craig Middleton, Belvedere
Alan Piombo, Mill Valley
Marcia Raines, Sausalito
Dan Schwarz, Larkspur
Garrett Toy, Fairfax

MEMBERS ABSENT

None

STAFF PRESENT

Steve Devine, Program Manager
Liz Lewis, Interim Exec. Director
Melody Mitchell, Admin Assistant I
Kishanna Townsend, Admin Services
Associate

OTHERS PRESENT

Alice Cochran, LTF City of San Rafael
Patty Garbarino, LTF - Marin Sanitary
Renee Goddard, LTF - Ross Valley Cities
Dee Johnson, Novato Sanitary District
Bill Kearny, Sustainable San Rafael
Garth Schultz, R3 Consulting
Rose Radford, R3 Consulting

1. Open Time for Public Comment

No comments were tendered.

2. Approval of the JPA Board Meeting Minutes from August 13, 2020

M/S: Eilerman/Middleton to approve the JPA Board Meeting Minutes from August 13, 2020. Abstentions: None. Vote: Unanimous.

Regular Agenda

3. Introduction of JPA Interim Executive Director Liz Lewis

Ms. Lewis introduced herself and announced that she is pleased and honored to serve as Interim JPA Board Executive Director during the reorganization of the County of Marin's Department of Public Works and onboarding of the new DPW Director, Rosemarie Gaglione.

4. Receive and File City of San Rafael Fire Department Household Hazardous Waste Annual Report

Motion: by Mr. Eilerman to receive and file the 2019-20 Household Hazardous Waste Annual Report from the City of San Rafael Fire Department. Second: by Mr. McGill. Abstentions: None. Vote: Unanimous.

5. Appoint Budget Subcommittee Members and Approve a FY 21-22 Budget Development Process and Schedule

Ms. Lewis stated that there is an existing subcommittee consisting of Chairperson Toy, Ms. Alilovich, Mr. Donery and Mr. Hymel, with Mr. Eilerman serving as the County's alternate. Staff recommendation is to continue to utilize the current subcommittee members that are serving the Zero Waste Action Plan Update and Organizational Assessment, otherwise the JPA Executive Board could serve as the Budget Subcommittee. Ms. Lewis requested feedback from the Board on how they would like to proceed. Mr. Toy asked how it was set up last year and Mr. Devine responded that during pre-COVID times the five member JPA Executive Committee would review the Draft Budget from the subcommittee in April, but last year it was decided that it would fall on the full 12-member JPA Board, rather than the Executive Committee. Mr. Chanis stated that the existing subcommittee would be sufficient enough to continue to serve as long they are willing.

Motion: by Mr. Chanis to appoint the existing Organizational Assessment and Zero Waste Plan Update Subcommittee to act as the FY 21-22 Budget Committee.

Second: by Ms. Raines. Abstentions: None. Vote: Unanimous.

6. Report from R3 Consulting on Draft Zero Waste Plan Update and Plan for Public Engagement

Ms. Lewis recalled that this was an item that the JPA Board authorized in the 2020 budget, and back in early 2020 two proposals were received and the Subcommittee conducted a consultant interview and selection process, in which staff recommended moving forward with R3 Consulting. Ms. Lewis then introduced Garth Schultz and Rose Radford from R3 Consulting, whereupon Mr. Schultz proceeded to deliver the presentation of the Draft Zero Waste Objectives Report. You may find a copy of the complete report presentation in the Agenda Packet at the following link:

<https://zerowastemarin.org/wp-content/uploads/2021/02/Agenda-Packet-6.pdf>

A question and answer period was held afterward and Mr. Schultz answered questions and addressed concerns from the Board. Mr. Schwarz recommended that a special meeting be held in March for the Board to approve a consultant to help the County and Cities meet SB 1383 compliance and further discussion regarding the budget, and Mr. Cusimano concurred. Ms. Lewis and Mr. Toy stated that they will work together to put that meeting on the calendar soon.

There were four questions and comments from the public:

1). Renee Goddard, Local Task Force (LTF) Co-Chair representing the Ross Valley Cities, thanked Mr. Schultz for his presentation. She asked about the Organizational Phase of the Zero Waste Plan, and if the structure and role of the LTF was going to be included within the specifics of the plan and requested consideration of inclusion of the LTF in the Plan.

2). Patty Garbarino, Local Task Force Member representing Marin Sanitary Service thanked Mr. Schultz for his presentation and stated that though the statistics are gloomy, it is a great opportunity to address producer responsibility, specifically the use of plastics in packaging. She also shared that Marin Resource Recovery has an organics plan in place that will move them further into renewable resources via biomass.

3). Alice Cochran, LTF member representing the City of San Rafael, stated that she would like to see the LTF reconvene prior to the JPA Board meeting sometime in the near future. She also concurred with Mr. Chinn in his comments regarding reaching an attainable goal.

4) Bill Kearny, Chair of Sustainable San Rafael and who also works with the Marin Biomass Study Group, stated that their organization submitted a comment letter today and wanted to emphasize the importance of focus on near-term biomass flow in relation to SB 1383 compliance, and also for wildfire prevention work. He also thanked Mr. Schultz and the Board for their efforts.

7. Report from JPA Board Organizational Assessment and Zero Waste Action Plan Update Subcommittee

This item was deferred due to lack of time.

8. Adjournment

Next meeting date and time To Be Determined.

Board Chair: Please confirm the vote on this item by reading the following items out loud after the vote.

Motion: _____ Second: _____

Ayes: _____

Noes: _____

Abstentions: _____

MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere	Date: April 22, 2021
Corte Madera	To: JPA Board Members
County of Marin	From: Steve Devine, Program Manager
Fairfax	Re: Audit and Financial Statements for Year Ending June 30, 2019
Larkspur	Attached is a transmittal letter from Maher Accountancy to the Marin County Hazardous and Solid Waste Joint Powers Authority Board of Directors dated March 15, 2021 regarding the annual audit for the Fiscal Year ending June 30, 2020. There are no material findings of concern in the Audit.
Mill Valley	
Novato	Also attached for your review is the subject Financial Statement and Auditor's Report, for the JPA, for the year ending June 30, 2019.
Ross	A representative from Maher Accounting will be at this meeting to address any questions.
San Anselmo	RECOMMENDATION
San Rafael	Adopt a Motion to receive and file the attached Financial Statement and Auditor's Report for the year ending June 30, 2019.
Sausalito	Attachments:
Tiburon	<ol style="list-style-type: none"> 1. Independent Auditors' General Communication to Board dated March 15, 2021 from Maher Accountancy. 2. Financial Statements and Auditors' Report Year Ended June 30, 2019.

Board Chair: Please confirm the vote on this item by reading the following items out loud after the vote.

Motion: _____ Second: _____

Ayes: _____

Noes: _____

Abstentions: _____

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Independent Auditors' General Communication to Board

March 15, 2021

To the Board of Directors

Marin County Hazardous & Solid Waste Management Authority

We have audited the financial statements of the Marin County Hazardous & Solid Waste Management Authority for the year ended June 30, 2020, and have issued our report thereon March 15, 2021. Professional standards require that we provide you with the following information related to our audit.

Our Responsibility under U.S. Generally Accepted Auditing Standards

As stated in our engagement letter dated September 20, 2020, our responsibility, as described by professional standards, is to express opinions about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Marin County Hazardous & Solid Waste Management Authority are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year. We noted no transactions entered into by the governmental unit during the year for which there is a lack of authoritative guidance or consensus. There are no significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. There are no significant estimates used in preparing the financial statements.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit except that requested documentation was not available during the fall when audit procedures were planned.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. Because the Authority's general ledger is maintained for each fund according to the modified accrual basis of accounting, we recommended adjustments to allow for the presentation of the government-wide financial statements on the full accrual basis since generally accepted accounting principles require that both presentations be made in the financial statements. The significant adjustments recommended for fiscal 2019-20 involved (a) recording prior year adjustments that were not recorded in the general ledger in the financial statements, (b) record current year expenses posted in the subsequent year, and (c) several reclassifications between expenditure accounts.

Any other misstatements detected as a result of audit procedures and corrected by management were immaterial, either individually or in the aggregate, to the financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated March 15, 2021.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the governmental unit's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We recommended to management that expenditures should be grouped in the accounting records in accordance with the authorized budget to facilitate the monitoring budget compliance. We also recommended a modification of procedure regarding the accounting advance funding of grant revenue.

Independent Auditors' General Communication to Board

March 15, 2021

Page 3

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the governmental unit's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

This information is intended solely for the use of Board of Directors and management of Marin County Hazardous & Solid Waste Management Authority and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,

Maher Accountancy



FINANCIAL STATEMENTS AND AUDITORS' REPORT
YEAR ENDED JUNE 30, 2020

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Marin County Hazardous & Solid Waste
Management Authority

We have audited the accompanying financial statements of the Marin County Hazardous & Solid Waste Management Authority (the Authority) as of and for the year ended June 30, 2020, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Authority as of June 30, 2020, and the changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary comparison information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Maher Accountancy

San Rafael, California

March 15, 2021

**Marin County Hazardous & Solid Waste
Management Authority
P.O. Box 4186
San Rafael, CA 94913**

MANAGEMENT’S DISCUSSION AND ANALYSIS

The Management’s Discussion and Analysis provides an overview of the Marin County Hazardous & Solid Waste Management Authority (the Authority) financial activities for the fiscal year ended June 30, 2020. Please read it along with the Authority’s financial statements, which begin on page 7.

FINANCIAL HIGHLIGHTS

The Authority’s net position was \$1,144,000, an increase of \$122,000 over the prior year. Total revenues increased by \$194,000 and total expenses increased by \$157,000.

Budgetary comparison schedules are found starting on page 20. Each of the funds’ budgets targeted a decrease in fund balance. Actual results resulted in increases in fund balance all each fund. Variances from plan were \$150,000 in the Administrative (general) fund, \$245,000 for the Household Hazardous Waste Management fund and \$134,000 for the Zero Waste Fund.

USING THIS ANNUAL REPORT

This annual report consists of financial statements for the Authority as a whole. The statement of net position and the statement of activities provide information about the activities of the Authority as a whole and present a long-term view of the Authority’s finances. The fund financial statements present a short-term view of the Authority’s activities (they include only current assets expected to be collected in the very near future and liabilities expected to be paid in the very near future). Presently, the Authority does not have any differences between the basic financial statements (statement of net position and statement of activities) and the fund financial statements (balance sheet and statement of revenues, expenditures and changes in fund balance).

THE AUTHORITY AS A WHOLE

One important question asked about the Authority’s finances is, “Is the Authority better or worse off as a result of the year’s activities?” The information in the government-wide financial statements helps answer this question. These statements include *all* assets and liabilities using the *accrual basis of accounting*, which is similar to the basis of accounting used by most private-sector companies. The change in *net position* (the difference between total assets and total liabilities) over time is one indicator of whether the Authority’s financial health is improving or deteriorating. However, one must consider other nonfinancial factors in making an assessment of the Authority’s health, such as changes in the economy and changes in the Authority’s boundaries, etc. to assess the *overall* health of the Authority.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

Changes in the Authority's net position were as follows:

	2020	2019	Increase (decrease)
Current assets	\$ 1,645,605	\$ 1,528,321	\$ 117,284
Noncurrent assets	17,816	23,442	(5,626)
Total assets	1,663,421	1,551,763	111,658
Total liabilities	519,640	530,397	(10,757)
Net position:			
Investment in capital asset	17,816	23,442	(5,626)
Restricted	893,780	919,374	(25,594)
Unrestricted	232,185	78,550	153,635
Total net position	<u>\$ 1,143,781</u>	<u>\$ 1,021,366</u>	<u>\$ 122,415</u>

The Authority's current assets increased from 2018-2019 primarily due to an increase in waste management fee revenue. The decrease in non-current assets was largely due to depreciation of a vehicle acquired during 2018-19.

Changes in the Authority's revenues were as follows:

	2020	2019	Increase (Decrease)
General revenues:			
Investment earnings	\$ 6,715	\$ 366	\$ 6,349
Program revenues:			
Solid waste management fees	3,798,822	3,611,488	187,334
Operating grant - State of California	80,066	80,863	(797)
Miscellaneous	-	4,871	(4,871)
Investment earnings	21,579	15,949	5,630
Total program revenue	<u>3,900,467</u>	<u>3,713,171</u>	<u>187,296</u>
Total revenues	<u>\$ 3,907,182</u>	<u>\$ 3,713,537</u>	<u>\$ 193,645</u>

Fees from haulers and facility operators increased from 2019 primarily to an increase in rates to the land fill and transfer stations.

MARIN COUNTY HAZARDOUS & SOLID WASTE MANAGEMENT AUTHORITY

Changes in the Authority's expenses and net assets were as follows:

	2020	2019	Increase (decrease)
Administration	\$ 477,897	\$ 420,037	\$ 57,860
Household Hazardous Waste program	2,217,531	2,215,004	2,527
Zero Waste program	1,089,339	992,710	96,629
Total expenses	3,784,767	3,627,751	157,016
Less program revenues	3,900,467	3,713,171	187,296
Net revenue (expenses)	115,700	85,420	30,280
General revenues	6,715	366	6,349
Change in net position	<u>\$ 122,415</u>	<u>\$ 85,786</u>	<u>\$ 36,629</u>

The Administration increased due to the agency is conducting a review to identify the agency goal on waste. The expenses for the Zero Waste Program reflected the increase of the school program and outreach campaign.

FUND FINANCIAL STATEMENTS

The fund financial statements provide detailed information about the Authority's funds - the general fund and special revenue fund.

The fund financial statements provide a short-term view of the Authority's operations. They are reported using an accounting basis called *modified accrual* which measures amounts using only cash and other short-term assets and liabilities (receivables and payables) that will soon be converted to cash or will soon be paid with cash.

CAPITAL ASSET AND DEBT ADMINISTRATION

Depreciation is a systematic approach to allocate the cost of a capital asset over their estimated useful lives. The agency's policy regarding depreciation are disclosed in Note 1 and a summary of changes in capital assets are reported in Note 3.

In fiscal year 2018-19, we acquired a vehicle for approximately \$28,000.

MARIN COUNTY HAZARDOUS & SOLID WASTE MANAGEMENT AUTHORITY

THE FUTURE OF THE AUTHORITY

With a growing awareness of our society's environmental impacts, the public has shown an increasing interest in recycling, reuse, waste reduction and hazardous materials programs. The incremental increase in products that are legislatively banned from landfill disposal and public requests for expansion of green programs demonstrates the growing demand for a greater scope of environmental services in the future. The JPA's goal of Zero Waste by 2025 will require substantial coordination of solid waste services, outreach programs, infrastructure, and regulation in the future.

REQUESTS FOR INFORMATION

This financial report is designed to provide our citizens, taxpayers and creditors with a general overview of the Authority's finances and to demonstrate the Authority's accountability for the funds under its stewardship.

Please address any questions about this report or requests for additional financial information to the address on our letterhead.

Respectfully submitted,

Steve Devine

Steve Devine, Manager

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**STATEMENT OF NET POSITION
AS OF JUNE 30, 2020**

ASSETS

Current assets:	
Cash	\$ 1,645,605
Noncurrent assets:	
Capital assets	28,131
Less: accumulated depreciation	<u>(10,315)</u>
Net	<u>17,816</u>
Total assets	1,663,421

LIABILITIES

Accounts payable and accrued expenses	<u>519,640</u>
Total liabilities	<u>519,640</u>

NET POSITION

Investment in capital assets	17,816
Restricted for Household Hazardous Waste program	595,396
Restricted for Zero Waste program	298,384
Unrestricted	<u>232,185</u>
Total net position	<u><u>\$ 1,143,781</u></u>

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2020**

	General	Household Hazardous Waste Program	Zero Waste Program	Total
EXPENSES				
Contract staff and support	\$ 378,484	\$ 183,510	\$ 304,784	\$ 866,778
Services and supplies	99,413	2,034,021	778,929	2,912,363
Depreciation	-	-	5,626	5,626
Total expenditures/expenses	<u>477,897</u>	<u>2,217,531</u>	<u>1,089,339</u>	<u>3,784,767</u>
PROGRAM REVENUES				
Waste management fees	624,817	2,188,151	985,854	3,798,822
Operating grants - State of California	-	80,066	-	80,066
Investment revenue	-	16,041	5,538	21,579
Total program revenue	<u>624,817</u>	<u>2,284,258</u>	<u>991,392</u>	<u>3,900,467</u>
Net program revenue (expense)	<u>\$ 146,920</u>	<u>\$ 66,727</u>	<u>\$ (97,947)</u>	115,700
GENERAL REVENUES				
Investment revenue				<u>6,715</u>
Total general revenues				<u>6,715</u>
Change in net position				122,415
NET POSITION:				
Net Position at June 30, 2019				<u>1,021,366</u>
Net Position at June 30, 2020				<u>\$ 1,143,781</u>

The accompanying notes are an integral part of these financial statements.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**BALANCE SHEET
GOVERNMENTAL FUND
YEAR ENDED JUNE 30, 2020**

	Countywide Waste Management (General Fund)	Household Hazardous Waste (Special Revenue Fund)	Zero Waste (Special Revenue Fund)	Total
ASSETS				
Cash	\$ 249,566	\$ 1,050,377	\$ 345,662	\$ 1,645,605
LIABILITIES				
Accounts payable and accrued expenses	17,381	454,981	47,278	519,640
Total liabilities	17,381	454,981	47,278	519,640
FUND BALANCES				
Fund balances:				
Assigned	-	595,396	298,384	893,780
Unassigned	232,185	-	-	232,185
Total fund balance	232,185	595,396	298,384	1,125,965
Total liabilities and fund balances	\$ 249,566	\$ 1,050,377	\$ 345,662	\$ 1,645,605

The accompanying notes are an integral part of these financial statements.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**BALANCE SHEET
GOVERNMENTAL FUND
AS OF JUNE 30, 2020
(Continued)**

**Reconciliation of governmental fund balance to net position of
governmental activities:**

Total governmental fund balance	\$ 1,125,965
Amounts reported for <i>governmental activities</i> in the statement of net position are different because:	
Capital assets used in the government activities are not financial resources and therefore are not reported in the funds	<u>17,816</u>
Net position of governmental activities	<u><u>\$ 1,143,781</u></u>

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES
YEAR ENDED JUNE 30, 2020**

	Countywide Waste Management (General Fund)	Household Hazardous Waste (Special Revenue Fund)	Zero Waste (Special Revenue Fund)	Total
REVENUES				
Solid waste management fees	\$ 624,817	\$ 2,188,151	\$ 985,854	\$ 3,798,822
Operating grants - State of California	-	80,066	-	80,066
Investment earnings	6,715	16,041	5,538	28,294
Total revenues	631,532	2,284,258	991,392	3,907,182
EXPENDITURES				
Contract staff and support	378,484	183,510	304,784	866,778
Services and supplies	99,413	2,034,021	778,929	2,912,363
Total expenditures	477,897	2,217,531	1,083,713	3,779,141
Net change in fund balances	153,635	66,727	(92,321)	128,041
Fund balance at June 30, 2019	78,550	528,669	390,705	997,924
Fund balance at June 30, 2020	\$ 232,185	\$ 595,396	\$ 298,384	\$ 1,125,965

The accompanying notes are an integral part of these financial statements.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**STATEMENT OF REVENUE, EXPENDITURES AND
CHANGES IN FUND BALANCE
YEAR ENDED JUNE 30, 2020
(Continued)**

**Reconciliation of the change in fund balance-total governmental funds
to the change in net position of governmental activities:**

Net change in fund balance	\$ 128,041
Amounts reported for governmental activities in the Statement of Activities are different because:	
Governmental funds report capital outlays as expenditures, however, in the statement of activities the cost of those assets is allocated over their estimated useful lives as depreciation expense.	
Depreciation expense	<u>(5,626)</u>
Change in net position	<u><u>\$ 122,415</u></u>

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

REPORTING ENTITY

The Marin County Hazardous & Solid Waste Management Authority was formed under a joint powers agreement between the County of Marin and eleven cities and towns within Marin County. The purpose of Authority is to administer and enforce hazardous waste and solid waste management plans, as mandated by State Law.

The governing board of the Authority consists of one appointed official from each of the member agencies. The Authority has contracted with Marin County Department of Public Works for administrative services and the City of San Rafael for Hazardous Waste management services.

INTRODUCTION

The Authority's financial statements are prepared in accordance with generally accepted accounting principles (GAAP). The Governmental Accounting Standards Board (GASB) is responsible for establishing GAAP for state and local governments through its pronouncements (Statements and Interpretations.).

BASIC FINANCIAL STATEMENTS

GOVERNMENT-WIDE STATEMENTS

The Authority's basic financial statements include both government-wide (reporting the Authority as a whole) and fund financial statements (reporting the Authority's major funds).

In the government-wide Statement of Net Position, the Authority's activities are reported on a full accrual, economic resource basis, which recognizes all long-term assets and receivables as well as long-term debt and obligations. The Authority's net position is reported in two parts: (1) restricted net position and (2) unrestricted net position. Net position for particular programs are deemed to be restricted.

The government-wide Statement of Activities reports both the gross and net cost of the Authority's function. The function is supported by general government revenues. The Statement of Activities reduces gross expenses by related program revenues.

The net costs (by function) are normally covered by general revenues.

The government-wide focus is more on the sustainability of the Authority as an entity and the change in the Authority's net position resulting from the current year's activities.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

FUND FINANCIAL STATEMENTS

The financial transactions of the Authority are reported in individual funds in the fund balancing accounts that comprise its assets, liabilities, assigned or unassigned resources, fund balance, revenues and expenditures.

All the Authority's funds are government fund types. The focus of the governmental funds' measurement (in the fund statements) is upon determination of financial position and changes in financial positions (sources, uses, and balances of financial resources) rather than upon net income. The following is a description of the governmental funds of the Authority:

General fund - accounts for the Authority's general operations and administrative activities.

Special revenue funds:

Household Hazardous Waste fund - accounts for hazardous waste disposal for households provided primarily through Marin Sanitary Service (via a contract with City of San Rafael Fire Department) and Novato Sanitary District.

Zero Waste fund - accounts for the program to reduce and eliminate waste and obtains its resources from JPA tipping fees.

BASIS OF ACCOUNTING

Basis of accounting refers to the point at which revenues or expenditures/expenses are recognized in the accounts and reported in the financial statements. It relates to the timing of the measurement made regardless of the measurement focus applied.

ACCRUAL:

The governmental activities in the governmental-wide financial statements are presented on the accrual basis of accounting. Revenues are recognized when earned and expenses are recognized when incurred.

MODIFIED ACCRUAL:

The government fund financial statements are presented on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual; i.e., both measurable and available. "Available" means collectible within the current period or within 60 days after year-end. Expenditures are generally recognized when the related liability is incurred. The exception to this general rule is that principal and interest on general obligation long-term debt, if any, is recognized when due. General capital asset acquisitions are reported as expenditures in governmental funds.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

FINANCIAL STATEMENT AMOUNTS

CASH AND CASH EQUIVALENTS:

The Authority has defined cash and cash equivalents to include cash on hand, demand deposits, and short-term investments with fiscal agent (County of Marin).

CAPITAL ASSETS

Capital assets owned by the Authority are recorded at cost, or if received in-kind, at estimated fair market value on the date received. The cost of normal repairs and maintenance are recorded as expenses. Improvements that add to the value or extend the life of assets are capitalized. Assets capitalized have an original cost of \$2,500 or more, and over one year of estimated useful life.

Depreciation expense is calculated using straight-line method over estimated useful lives.

INTERFUND BALANCES

From time-to-time, one fund will receive revenue or make expenditures related to another fund's activity. Any such transactions that are yet to be reimbursed at year-end are reported on the fund balance sheet as due from or due to other funds.

BUDGET

Both the original budget and the final budget (if changes were adopted) are included in these financial statements as approved by the Board of Directors. The budgetary basis is the modified accrual basis of accounting.

FUND BALANCE:

In the fund financial statements, fund balance for governmental funds is reported in classifications that comprise a hierarchy based primarily on the extent to which the Authority is bound to honor constraints on the specific purpose for which amounts in the funds can be spent. Fund balance is reported in five components – nonspendable, restricted, committed, assigned and unassigned. Following is a description of the components applicable to the Authority:

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Assigned – This component consists of amounts that are constrained by the District’s intent to be used for specific purposes, but are neither restricted nor committed. The authority for assigning fund balance is expressed by the Board of Directors, Manager or their designee.

Unassigned – This classification represents amounts that have not been restricted, committed or assigned to specific purposes within the general fund.

2. CASH

The Authority maintains all of its cash in the County of Marin pooled investment fund for the purpose of increasing interest earnings through pooled investment activities. The Authority’s position in the pool is the same as the value of the pool shares. Interest earned on the investment pool is allocated quarterly to the participating funds using the daily cash balance of each fund. This pool, which is available for use by all funds, is displayed in the financial statements as “Cash.”

The County Pool includes both voluntary and involuntary participation from external entities. The State of California statutes require certain special districts and other governmental entities to maintain their cash surplus with the County Treasurer.

The County’s investment pool is not registered with the Securities and Exchange Commission as an investment company. Investments made by the Treasurer are regulated by the California Government Code and by the County’s investment policy. The objectives of the policy are in order of priority, safety, liquidity, yield, and public trust. The County has established a treasury oversight committee to monitor and review the management of public funds maintained in the investment pool in accordance with Article 6 Section 27131 of the California Government Code. The oversight committee and the Board of Supervisors review and approve the investment policy annually. The County Treasurer prepares and submits a comprehensive investment report to the members of the oversight committee and the investment pool participants every month. The report covers the types of investments in the pool, maturity dates, par value, actual costs and fair value.

FAIR VALUE MEASUREMENT

The Authority categorized its fair value measurements within the fair value hierarchy established by general accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset. Level 1 inputs are quoted prices in active markets for identical assets, Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs. As of June 30, 2020, the Authority held no individual investment. All fund are invested in the Marin County Investment Pool.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

2. CASH (continued)

In instances where inputs used to measure fair value into different levels in the above fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The Authority's assessment of the significance of particular inputs to these fair value measurements requires judgments and considers factors specific to each asset or liability. Deposit and withdrawals from the County Pool are made on the basis of \$1 which is substantially equal to fair value. The Authority's proportionate share of investments in the County Pool at June 30, 2020, of \$1,646,000 are not required to be categorized under the fair value hierarchy.

INTEREST RATE RISK

In accordance with its investment policy, the County manages its exposure to declines in fair values by limiting the weighted average maturity of its investment pool to 540 days, or 1.5 years. At June 30, 2020, the County's investment pool had a weighted average maturity of 220 days.

For purposes of computing weighted average maturity, the maturity date of variable rate notes is the length of time until the next reset date rather than the stated maturity date.

CREDIT RISK

State law and the County's Investment Policy limits investments in commercial paper, corporate bonds, and medium-term notes to the rating of "A" or higher as provided by Moody's Investors Service or Standard & Poor's Corporation. The County's Investment Policy limits investments purchased by Financial Institution Investment Accounts, a type of mutual fund, to United States Treasury and Agency obligations with a credit quality rating of "AAA."

CONCENTRATION OF CREDIT RISK

The following is a summary of the concentration of credit risk by investment type as a percentage of each pool's fair value at June 30, 2020.

Investments in Investment Pool	Percent of Portfolio
Federal agency - discount	80%
Federal agency - coupon	17%
Money market funds	3%
	<u>100%</u>

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

2. CASH (continued)

CUSTODIAL CREDIT RISK

For investments and deposits held with safekeeping agents, custodial credit risk is the risk that, in the event of the failure of the counterparty, the County will not be able to recover the value of its investments or deposits that are in the possession of an outside party. At year end, the County's investment pool had no securities exposed to custodial credit risk.

LOCAL AGENCY INVESTMENT FUND

The County Treasurer's Pool maintains an investment in the State of California Local Agency Investment Fund (LAIF), managed by the State Treasurer. This fund is not registered with the Securities and Exchange Commission as an investment company, but is required to invest according to California State Code. Participants in the pool include voluntary and involuntary participants, such as special districts and school districts for which there are legal provisions regarding their investments. The Local Investment Advisor Board (Board) has oversight responsibility for LAIF. The Board consists of five members as designated by State statute.

3. CAPITAL ASSETS

Capital asset activity for the year ended June 30, 2020, was as follow:

	<u>Balance</u> <u>6/30/2019</u>	<u>Additions</u>	<u>Balance</u> <u>6/30/2020</u>
Depreciable capital assets:			
Vehicle	\$ 28,131	\$ -	\$ 28,131
Totals at historical cost	28,131	-	28,131
Less accumulated depreciation:			
Vehicle	4,689	5,626	10,315
Total accumulated depreciation	4,689	5,626	10,315
Depreciable capital assets-net	<u>\$ 23,442</u>	<u>\$ (5,626)</u>	<u>\$ 17,816</u>

4. RISK MANAGEMENT

The Authority is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; and errors and omissions. During the year, the Authority purchased liability insurance with limits of \$2,000,000 and a deductible of \$1,000.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED JUNE 30, 2020**

5. RELATED PARTY TRANSACTIONS

The County of Marin is a member to the Authority. The County Public Works Department provided staffing for the Authority for a fee of \$867,000 for the year. Additionally, the Authority paid the County of Marin \$17,000 for rent.

The Authority incurred expenditures of \$1,764,000 under a contract with the City of San Rafael (a member government) to operate its household waste program. As of June 30, 2020, accrued expenses to the City of San Rafael amounted to \$438,000.

As part of the various programs managed by the Authority, payments are made to various members for grants and contracts. During the year the Authority made payments of \$359,000 to its members.

6. COMMITMENT

Marin County Hazardous & Solid Waste Management Authority has the following commitments as of June 30, 2020:

Contractor	Purpose	Amount
County of Marin	Staffing	\$ 858,743
R3 Consulting Group, Inc.	Professional services	110,176
County of Marin	Rent	16,941
		<u>\$ 985,860</u>

7. COVID-19

In December 2019, a novel strain of coronavirus disease (“COVID-19”) was first reported in Wuhan, China. Less than four months later, on March 11, 2020, the World Health Organization declared COVID-19 a pandemic. The extent of COVID-19’s effect on the Authority’s operational and financial performance will depend on future developments, including the duration, spread, and intensity of the pandemic, all of which are uncertain and difficult to predict considering the rapidly evolving landscape. As a result, it is not currently possible to ascertain the overall impact of COVID-19 on the Authority’s activities or funding. However, as the pandemic continues to evolve into a severe worldwide health crisis, the disease could have a material adverse effect on the Authority’s activities, result of operations, financial condition, and cash flows.

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**BUDGET COMPARISON SCHEDULE
COUNTYWIDE WASTE MANAGEMENT PROGRAM
GENERAL (ADMINISTRATIVE) FUND
YEAR ENDED JUNE 30, 2020**

	Original and Final Budget	Actual	Variance Over (Under)
REVENUES:			
Solid waste management	\$ 624,817	\$ 624,817	\$ -
Investment earnings	500	6,715	6,215
Total revenues	<u>625,317</u>	<u>631,532</u>	<u>6,215</u>
EXPENDITURES:			
Contract staff and support	378,484	378,484	-
Services and supplies:			
Legal	10,300	-	(10,300)
Accounting and audit fees	18,500	18,500	-
Insurance	18,540	19,182	642
Rent	16,941	16,941	-
Training	1,500	835	(665)
Mileage and routine travel	618	76	(542)
Supplies and reproduction	1,000	2,634	1,634
County financial service	6,026	-	(6,026)
AB 901 Readiness	20,000	2,144	(17,856)
Organizational Assessment	150,000	37,455	(112,545)
Miscellaneous	-	1,646	1,646
Total services and supplies	<u>243,425</u>	<u>99,413</u>	<u>(144,012)</u>
Total expenditures	<u>621,909</u>	<u>477,897</u>	<u>(144,012)</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>\$ 3,408</u>	153,635	<u>\$ 150,227</u>
Fund balance as of June 30, 2019		<u>78,550</u>	
Fund balance as of June 30, 2020		<u>\$ 232,185</u>	

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**BUDGET COMPARISON SCHEDULE
HOUSEHOLD HAZARDOUS WASTE PROGRAM
SPECIAL REVENUE FUND
YEAR ENDED JUNE 30, 2020**

	Original and Final Budget	Actual	Variance Over (Under)
REVENUES:			
Solid waste management	\$ 2,188,151	\$ 2,188,151	\$ -
State aid - OPP	85,000	80,066	(4,934)
Investment earnings	<u>2,000</u>	<u>16,041</u>	<u>14,041</u>
Total revenues	2,275,151	2,284,258	9,107
EXPENDITURES:			
Contract staff and support	183,510	183,510	-
HHW oversight	174,117	147,987	(26,130)
HHW facility operations	1,705,528	1,616,357	(89,171)
Novato HHW grant	36,906	36,906	-
Bulb and battery program	164,800	70,663	(94,137)
Legal	2,652	-	(2,652)
Sharps and needles program	83,430	83,430	-
Battery program assessment	20,000	-	(20,000)
Oil Payment Program - Cycle 10	<u>82,000</u>	<u>78,678</u>	<u>(3,322)</u>
Total expenditures	<u>2,452,943</u>	<u>2,217,531</u>	<u>(235,412)</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u><u>\$ (177,792)</u></u>	66,727	<u><u>\$ 244,519</u></u>
Fund balance as of June 30, 2019		<u>528,669</u>	
Fund balance as of June 30, 2020		<u><u>\$ 595,396</u></u>	

**MARIN COUNTY HAZARDOUS & SOLID WASTE
MANAGEMENT AUTHORITY**

**BUDGET COMPARISON SCHEDULE
ZERO WASTE PROGRAM
SPECIAL REVENUE FUND
YEAR ENDED JUNE 30, 2020**

	Original and Final Budget	Actual	Variance Over (Under)
REVENUES:			
Solid waste management	\$ 985,854	\$ 985,854	\$ -
Investment earnings	1,000	5,538	4,538
Total revenues	<u>986,854</u>	<u>991,392</u>	<u>4,538</u>
EXPENDITURES:			
Contract staff and support	304,784	304,784	-
Services and supplies:			
Legal	2,060	-	(2,060)
Construction & Demolition Program Implementation	15,000	14,406	(594)
Member Agency & Community Support	40,000	41,419	1,419
State, Regional and Local "Wasteshed" Partnership	12,000	15,979	3,979
Training, Conference & Professional Memberships	10,000	7,927	(2,073)
Zero Waste School Program	265,000	262,630	(2,370)
Information and Outreach Campaign	210,000	114,138	(95,862)
Truck	4,000	-	(4,000)
Total services and supplies	<u>558,060</u>	<u>456,499</u>	<u>(101,561)</u>
Zero Waste Grant Program	<u>350,000</u>	<u>322,430</u>	<u>(27,570)</u>
Total expenditures	<u>1,212,844</u>	<u>1,083,713</u>	<u>(129,131)</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u><u>\$ (225,990)</u></u>	<u>(92,321)</u>	<u><u>\$ 133,669</u></u>
Fund balance as of June 30, 2019		<u>390,705</u>	
Fund balance as of June 30, 2020		<u><u>\$ 298,384</u></u>	

MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere Date: April 22, 2021

Corte Madera To: JPA Board of Directors

County of Marin From: Steve Devine, Program Manager

Fairfax Re: FY 21-22 JPA Draft, Proposed Budget and Related Hauler/Facility Assessments

Larkspur Following and attached is the draft, proposed Marin County Hazardous and Solid Waste Management Joint Powers Authority FY 21-22 Budget (Attachment 1) and associated hauler/facility fee Assessments. This draft budget reflects a 13% increase in Assessments levied on the landfill, transfer station and the five haulers operating in the County.

Mill Valley

Novato Based on data reported to the JPA by the five waste haulers – the proposed Assessment increase would translate into ~ a 3¢ to 9¢/month increase for the typical residential account (out of a typical ~ \$45/month “garbage bill”). This equate to an ~ .002% residential increase.

Ross

San Anselmo

Background

San Rafael The vast majority of expense residents and business have in their “garbage bill” is for the cost of the labor for collection (garbage, compost and recycling). Those costs are regulated by the individual Cities, Towns, County or special districts with Franchise oversight. Other significant costs include vehicles, fuel, landfilling, and recyclables and compost processing. **The price for the services provided by this Agency, in total, equates to ~1% to ~ 2% of the total typical residential bill** – as reported to us by the five haulers operating in Marin County.

Sausalito

Tiburon

The methodology to calculate the assessments generating the JPA’s revenue requirement is prescribed in the 1996 JPA Agreement. That methodology utilizes that distribution of the origin of Marin refuse tons as the means to allocate the revenue requirement. The tonnage allocation is reset every two years based on recent actuals.

To better understand the context of JPA rate setting, each year the JPA polls the five local haulers to provide an answer to the question: *What is the Magnitude of the JPA Revenue Requirement as it Translates to Your Typical Residential Customer?*

Following are the responses from each of the County's five haulers for last year:

<i>Hauler</i>	<i>Average Monthly Residential Rate</i>	<i>JPA Portion</i>	<i>% of Total Monthly Bill</i>
Bay Cities Refuse	\$42.06	.51¢	1.3%
Marin Sanitary Service	\$44.73	.57¢	1.2%
Mill Valley Refuse	\$47.29	.35¢	0.7%
Recology	\$36.19	.69¢	1.9%
Tamalpais CSD	\$60.89	.45¢	0.7%

Please recall that the JPA is not funded by County, City or Town general funds or any sort of assessment on the Member Agencies. The JPA is funded by lump-sum assessments on the five waste haulers noted above, and the following solid waste facilities: Redwood Landfill in Novato, Marin Resource Recovery Center, and Marin Sanitary Transfer Station. In turn, all these operators pass along these costs to their customers as they see fit.

The JPA Budget is Organized into Three Funds:

The three Funds used to organize the JPA's finances are the Zero Waste Fund, the State Reporting Fund and the Household Hazardous Waste Fund.

1. Zero Waste Fund

(JPA Section 6.2) Optional Member Participation

Novato does not participate in this program.

2. State Reporting and Requirements Fund

(JPA Section 6.1) All Members Participate

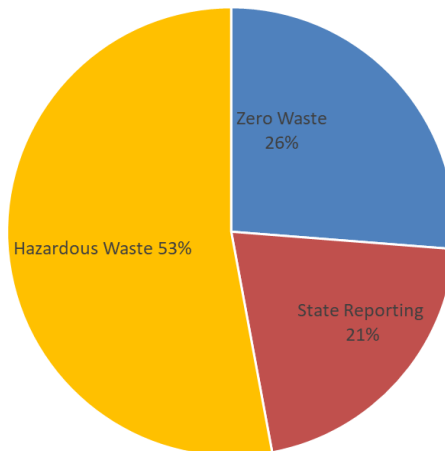
3. Household Hazardous Waste (HHW) Fund

(JPA Section 6.2) Optional Member Participation

Novato does not participate in this program, as it operates its own household hazardous waste collection program.

Fund Center	FY 20-21 Expense Budget	FY 21-22 Proposed Expense Budget
1. Zero Waste	\$1,222,225	\$1,275,337
2. State Reporting	\$467,935	\$1,012,713
3. Hazardous Waste	\$2,489,711	\$2,572,807

FY 20/21 Proposed Expenditures by Fund - % of Total



A summary of activities in each of these three categories is summarized below.

1. ZERO WASTE FUND ACTIVITIES

Ongoing and proposed Zero Waste activities account for 26% of proposed JPA expenditures and include:

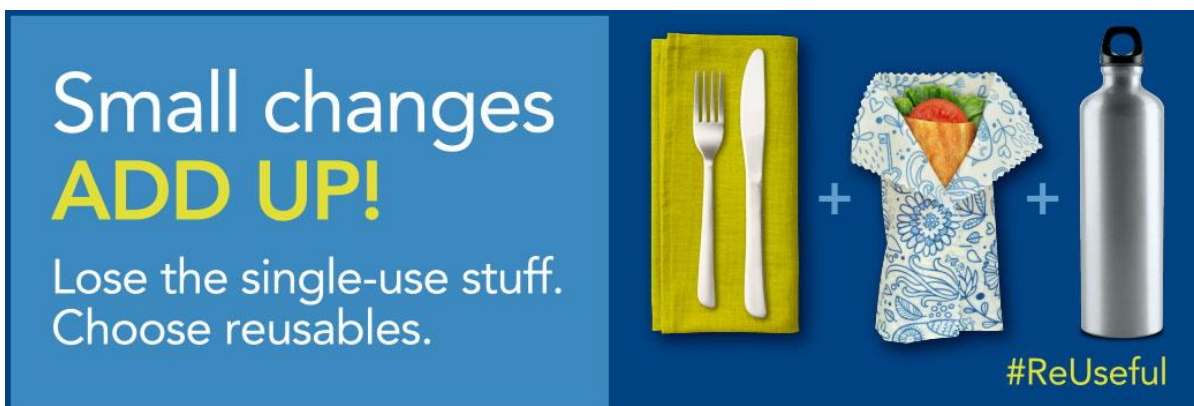
- The Construction and Demolition Program would continue to help educate and support Member Agencies' building inspectors and the public with implementation of Construction & Demolition Programs as required by Cal Green and to help Marin reach its zero waste goals, and parent with the Marin Builder's Association.
- The Home Composting Program provides training to the community promoting waste reduction, water conservation and the greenhouse gas benefits of home composting.

- Member Agency & Public Support will continue to support increased community requests for zero waste information, presentations, reusable versus single use items, community presentations, and supplying the public with outreach materials, etc.



- The Public Education component of the budget includes a proposed \$50,000 increase, based on a recommendation for additional advertising from your Board's Local Task Force advisory group. This budget category provides for direct outreach to Marin citizens through various media sources including television, Internet, in-person consultations, presentations to businesses, business groups, HOAs and farmers markets. During COVID, a focus has been on online outreach. The JPA's campaigns recently have focused on eliminating waste at the source by providing specific suggestions such as using reusable coffee mugs, rechargeable batteries and single use water alternatives. A current commercial in support of the ReUseful campaign can be seen here:

<https://www.youtube.com/watch?v=KyRvCcFwFI>



This budget category also includes work on maintaining and updating www.zerowastemarin.org and the associated recycling guide database.



Rather than "preaching to the converted" this ad was placed in the plaza of a major local mall.

The Zero Waste Schools Program will maintain over thirty schools in the program and add one. There is currently a waiting list of ~ six schools interested in joining the program. This program is highly regarded by the education community, has top-level buy in from the Marin County Office of Education and is



foundational to providing long-term movement towards zero waste in Marin. A growing and added benefit of this program is the reality that many schools are used not just during “school hours” but also serve as community parks, recreation centers and more. Accordingly, we are seeing increased use of the infrastructure invested at school sites (compost and recycling bins) at weekend sporting events, picnickers, etc.



MARIN COUNTY
OFFICE OF EDUCATION



Proud student showing off a new "waste station" at her school.



School waste audits include the glamorous work of looking at the content of your garbage can.



Reusable water bottles -- have suddenly become cool.



Student made posters support the kick-off of another Zero Waste School.

- The Zero Waste Grant Program will continue to provide \$350,000 in direct support to the member Cities, Towns, County and special districts that franchise solid waste. This grant program recognizes and supports the individualized needs of Marin's many unique communities. Projects undertaken in Marin communities via this program include installation of refillable water bottle stations, technical assistance to business to expand edible food donation, composting and recycling, chippers for organic debris, expanded use of reusables at festivals – and more.



The counter showing the number of bottles saved is a crowd favorite.



Indoor waste stations



The joy of new compost collection carts and service.

2. STATE PROGRAMS

Proposed State Program expenditures for FY 21-22 account for 21% of JPA expenditures. A primary activity in this fund center are to conduct disposal tracking and reporting required by a variety of State laws.

The JPA also supports and benefits from its 15-member Local Task Force (LTF) that can advise the JPA Board and Executive Committee on evolving solid waste issues. Meetings have been on hold during COVID, but more of the recent presentations received by your LTF include:



Presenter	Topic
David Smail and Gregory Pirie Marin Co. Environmental Health	Presentation on edible food donation.
Megan Wayne, Development & Volunteer Coordinator	Presentation on bicycle reuse and repair at San Rafael's Trips for Kids Marin.
Steve Devine, ZWM	Zero Waste Marin JPA 101
Baani Behniwal Californian's Against Waste	CAW and the legislative advocacy process. Status of waste reduction legislation.
Silo Pantry	Introduction to local zero waste business.
Kyle LaRue	Conservation Corp North Bay (CCNB) Overview of Services and Programs



- **Ongoing Organizational Assessment/Zero Waste Plan Update**

In late 2019, the JPA conducted an RFP to identify and retain a contractor to shepherd this project. The Board Organizational Assessment Subcommittee (Chair Toy, Alilovich, Donnery, and Hymel/Eilerman) selected R3 Consulting Group Inc. (and a team of subcontractors) to work on this project. This project was budgeted in FY 19-20 – and work continues and is the subject of another Agenda Item at this meeting.

Following is a reminder of the context and importance of this project. This agency adopted a Zero Waste Resolution in 2006 – with a goal of 80% landfill diversion by 2012 and a zero-waste goal for 2025. For the most recent 2019 State reporting year – Marin reported a diversion rate of 66% -- down from the more recent average of 74% to 75%. There is no indication to suggest that without significant additional actions Marin will meet either the 80% goal or the 94% zero waste goal for 2025.

Recent waste diversion performance is noted in the following table:

Year	Lbs. Per Person Per Day Landfilled	Marin Originating Tons Landfilled	CalRecycle Equivalent Diversion Rate
2014	3.8	177,022	75%
2015	4	188,115	74%
2016	4.7	223,481	69%*
2016	4.6	220,933	70%
2017	4.7	227,347	69%
2018	5.2	249,162	66%
2019	5.0	241,755	67%

- CalRecycle approved modification due to Republic Services misrepresentation at Richmond composting facility.

This Agency, as currently configured, was well suited to address the requirements of California's AB 939 – which necessitated the formation of this JPA. That 1989 law required demonstration of 50% waste diversion from landfill and instituted various reporting requirements. While there certainly have been challenges along the way – reaching the initial waste diversion targets included much “low hanging fruit.” Now – this Agency (self-dubbed: Zero Waste Marin) is faced with similar challenges to many zero waste communities in that making progress to get from ~70% diversion to the next levels is going to be significantly more challenging and costly. Also, even to contemplate what those next steps will be – will require this Agency to rededicate itself to moving forward or consider more drastic alternate actions.

The draft proposed budget includes a new, one time, \$50,000 line item for the retention of an organizational consultant to assist this Agency with implementation of organizational restructuring to help better implement recommendations coming out of the Zero Waste Plan Update project.

More immediately, to help address both the local interest in being a high performer in waste reduction, and also complying with newer State of California waste legislation – that is focused on addressing the greenhouse gas impacts related to solid waste is the proposed Compliance Reimbursement Fund.

- **Compliance Reimbursement Fund**

The draft, proposed FY 21-21 budget includes \$317,708 for a new “Compliance Reimbursement Fund” which would provide fiscal support to help each of the 22 Franchising Entities in Marin County with preparations for SB 1383 (California’s Short Lived Climate Pollutant Law). The distribution of these funds is described in Attachment 3 to this report. SB 1383 establishes targets to achieve a 50 percent reduction in the level of the statewide disposal of organic waste from the 2014 level by 2020, and a 75 percent reduction by 2025. The law provides CalRecycle the regulatory authority required to achieve the organic waste disposal reduction targets and establishes an additional target that not less than 20 percent of edible food that is currently disposed of is recovered for human consumption by 2025.

Mechanically, it is proposed that these funds would be paid upon receipt of an invoice from the subject public agency with a simple demonstration that they conducted compliance work associated with SB 1383, AB 1826, AB 341 and AB 827. This work, for example, could range from a consultant advising on updating waste ordinances, implementing food waste reduction policies, developing procedures for state required route auditing, developing procedures for business auditing training staff on reporting software, etc. JPA staff expects to develop procedures for this new program which would include having the reimbursements come before the JPA Board for review and approval ~ May – allowing for the maximum amount of time for work to be conducted by each public agency franchising entity during the Fiscal Year.



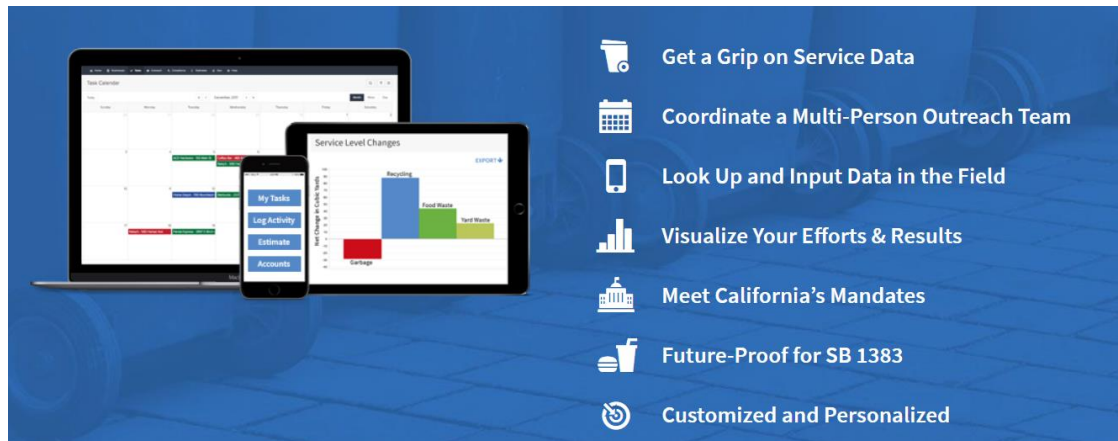
Example of a “pretty good” food waste cart from a local restaurant – less a small amount of plastic contamination. Business level auditing will be required under SB 1383 – with accountability at the

- Additionally, there is a \$50,000 line item for the JPA to retain technical assistance in preparing for the ability to “roll-up” SB 1383 compliance reporting data from the twenty-two separate public agencies utilizing Marin’s five waste haulers (Bay Cities Refuse Service, Marin Sanitary Service, Mill Valley Refuse Service Recology Sonoma Marin, Tamalpais Community Services District).

To facilitate individual jurisdiction reporting to the CalRecycle State Agency on SB 1383 and other reporting – the draft, proposed budget includes funding for license procurement of [“Recyclist” software](#). This software is designed to help ease State of CA compliance reporting. The software is already in use in at least one Marin County hauler – but the JPA itself will also need a license to be able to conduct certain reporting aspects.

At the same time, there are significant issues related to reporting that will need to be worked out over the next year. Because of the multi-jurisdictional nature of Marin County’s solid waste system –it can be expected that there will be extensive negotiations and training required to make a functional reporting system a reality. For an example demonstrating these complexities, Attachment 4B to this report provides a Staff Report from “Recyclemore” (West Contra Costa’s Solid Waste JPA) that details adaptations they have had to make. In their situation, they had to address having two waste haulers and with five public franchising entities. In Marin, there are five haulers and twenty two franchising entities. Due to private haulers having reasonable concerns about protecting private account data – we should expect similar to more complex challenges.





3. HOUSEHOLD HAZARDOUS WASTE (HHW) FUND ACTIVITIES

The proposed HHW Program expenditures for FY 21-22 account for 53% of total JPA expenditures. The program collects, and diverts from landfill, over 1.5 million pounds of material each year. The JPA retains HHW services for the community via a contract with the City of San Rafael Fire Department which in turn contracts with Marin Resource Recovery Association (MRRA). The Fire Department also conducts “Toxic Away Days” for remote areas of West Marin. MRRA operates the HHW facility at 565 Jacoby Street in San Rafael.



Unloading hazmat at Marin HHW Facility.

Novato’s hazardous waste services are provided by the Novato Sanitary District. Items of note and continued operation in this Fund include:

- The proposed Marin HHW Facility Budget provided by the City of San Rafael Fire Department (under contract to this JPA to oversee the Facility) has a proposed ~\$100,000 increase for waste handling. It should be noted that as the waste stream continues to evolve, it is generally becoming more hazardous and more toxic. For example, increased use of lithium batteries is a huge hazard that needs to be managed and requires additional attention.
- The popular Bulb and Battery Drop-off program will continue. It provides ten convenient collection locations to the community for highly toxic bulbs and batteries that can contain mercury and other heavy metals. This program has been very successful at coordinating the pickup of used fluorescent bulbs and batteries dropped off at local hardware and convenience stores. The majority of the cost covers waste processing fees.



- The JPA will continue administration of the State of California Oil Payment Program for Marin (less Novato). This project provides for promotion of proper motor oil and filter handling, bilingual outreach, certification of oil recycling centers in the County, and bilge pad absorbent distribution and collection at marinas. The State reduced the FY 20-21 allocation by ~\$15,000 – and this year's budget reflects that new amount.

This program includes a significant Spanish language outreach component and leveraging of grant funds to also help promote general zero waste outreach and hazardous waste education. Storm drain markers are also provided to the Member Agencies.



Storm Drain Markers



New bilge pad dispenser and used receptacle.

- The JPA helps fund the Sharps Collection Program operated by the County's Environmental Health Division. Environmental Health operates ~ 21 sharps (needles and lancets) sites in the County. This program is important for numerous reasons, but in particular it helps protect our partners in solid waste collection and processing.



We continue to monitor the State's implementation of SB 212 – a rare Extended Producer Responsibility bill that, when implemented, will require manufacturers to take on the cost of the proper handling of these needles and sharps. Hopefully, this program will come online to that the JPA can eliminate this local expense.

RECOMMENDATION

Adopt a Motion providing specific direction to Staff on any desired changes in the Draft, Proposed FY 21-22 Budget that will come before the Full Board for your review and approval at your May 27, 2021 Board Meeting.

Attachments:

1. Draft FY 21-22 Budget by Fund
2. City of San Rafael Fire Household Hazardous Waste Budget
3. Compliance Reimbursement Fund Distribution
- 4A. Recyclist (Compliance Filing Software) Quote
- 4B. Recyclemore (West Contra Costa JPA) Staff Report on Recyclist Complexities
5. LTF Recommendation to Increase Advertising Budget

Chair: Please confirm the vote by reading the following items out loud after the vote.

Motion: _____ Second: _____

Ayes: _____

Noes: _____

Abstentions: _____

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4/19/2021 8:38 AM*

Item 4. Attachment 1

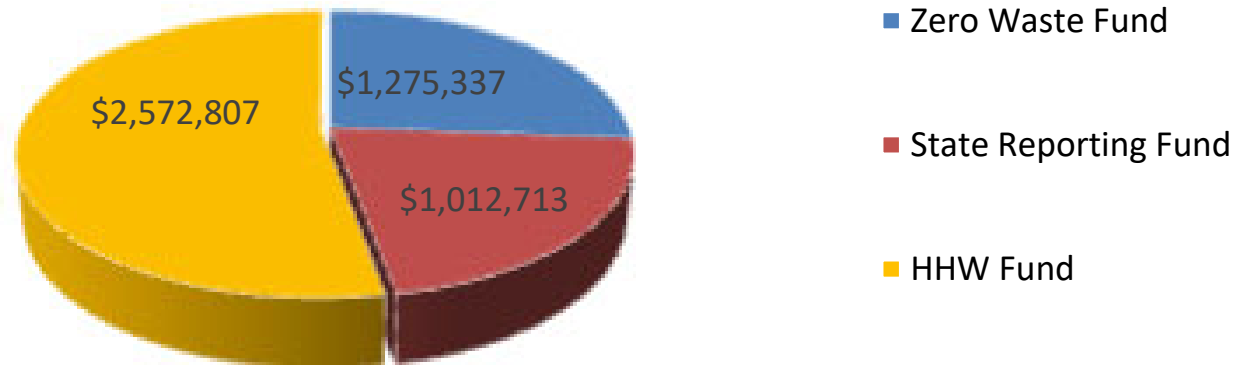
JPA Hauler, Landfill & Transfer Station Assessments
FY 21/22

		A	B	C	D	E	F	G	H	
					FY 21/22					
2019 DISPOSAL (tons)			TOTAL TONS	FY 20/21 Assessments	Zero Waste	State Reporting	HHW	Total	Year over Year Change	
MSW Haulers	MSW & Debris	Self-Haul								
Bay Cities Refuse	6,528	N/A	6,528	\$87,036	\$28,472	\$14,282	\$55,602	\$98,355	\$11,319	
Marin Sanitary Service (MSS)	46,416	N/A	46,416	\$618,886	\$202,454	\$101,553	\$395,364	\$699,372	\$80,486	
Mill Valley Refuse	20,558	N/A	20,558	\$274,112	\$89,670	\$44,979	\$175,112	\$309,760	\$35,648	
Recology Novato Disposal	27,033	N/A	27,033	\$35,650	\$0	\$59,145	\$0	\$59,145	\$23,495	
Recology Sonoma Marin	6,241	N/A	6,241	\$83,219	\$27,223	\$13,655	\$53,163	\$94,042	\$10,823	
Tam. CSD	1,687	N/A	1,687	\$22,494	\$7,358	\$3,691	\$14,370	\$25,419	\$2,925	
Total Franchised Haulers	108,463	N/A	108,463	\$1,121,397	\$355,177	\$237,306	\$693,610	\$1,286,093	\$196,091	
Landfills										
Redwood	N/A	113,085	113,085	\$1,507,814	\$493,247	\$247,418	\$963,240	\$1,703,905		
Redwood Landfill	N/A	113,085	113,085	\$1,507,814	\$493,247	\$247,418	\$963,240	\$1,703,905		
									\$178,340 \$5,275	
Transfer Stations										
Marin Resource Recovery Center		102,848	102,848	\$1,371,319	\$448,596	\$225,021	\$876,042	\$1,549,659		
Marin Sanitary Service Transfer Station		3,042	3,042	\$40,560	\$13,268	\$6,656	\$25,911	\$45,835		
Total Transfer Stations		105,890	105,890	\$1,411,879	\$461,864	\$231,676	\$901,954	\$1,595,494		
									13%	
TOTALS	108,463	218,975	327,438	\$4,041,090	\$1,310,288	\$716,401	\$2,558,803	\$4,585,492		

Item 4. Attachment 1

Proposed FY 21/22 Budget				
	Zero Waste Fund	State Reporting Fund	HHW Fund	All Funds Total
Expenses	\$ 1,275,337	\$ 1,012,713	\$ 2,572,807	\$ 4,860,857
Contingency	\$ 127,534	\$ 101,271	\$ 257,281	\$ 486,086
Revenue Requirement	\$ 1,402,871	\$ 1,113,985	\$ 2,830,087	\$ 5,346,943
Interest	\$ 1,000	\$ 500	\$ 2,000	\$ 3,500
State Oil Payment			\$ 65,000	\$ 65,000
Assessments	\$ 1,310,288	\$ 716,401	\$ 2,558,803	\$ 4,585,492
Carry Over	\$ 91,582	\$ 397,084	\$ 204,284	\$ 692,951
Revenue	\$ 1,402,871	\$ 1,113,985	\$ 2,830,087	\$ 5,346,943

Expenses



	Zero Waste Fund	State Reporting Fund	HHW Fund
Expenditures as Percent of Total Budget by Fund	26%	21%	53%

Item 4. Attachment 1

ZERO WASTE FUND
FY 21/22 (80238601) EXPENSE BUDGET

FY 20/21 APPROVED BUDGET	FY 20/21 TOTAL EST EXPENDITURE	ACCOUNT NAME	OBJECT	FY 21/22 BUDGET REQUEST	VARIANCE	% CHANGE	NARRATIVE
\$ 277,865	\$ 277,865	Salaries and Wages	511110	\$280,977	\$ 3,112	1.1%	Contract staff wages and benefits.
\$ 2,060	\$ 2,060	Legal Expense	522545	\$2,060	\$ -	0.0%	Legal counsel.
\$ 15,000	\$ 15,000	Construction & Demolition Debris	522510	\$15,000	\$ -	0.0%	Contract support for Construction & Demolition outreach at Members.
\$ 40,000	\$ 40,000	Member Agency & Community Support	522510 & 522310	\$40,000	\$ -	0.0%	City & Town support for kitchen compost pails, reusable produce bags, xmas tree recycling promotion, general outreach and education.
\$ 15,000	\$ 15,000	State, Regional and Local "Wasteshed" Partnerships	522210	\$15,000	\$ -	0.0%	California Product Stewardship Council, Californian's Against Waste, Marin Builder's Association, Business Chambers, BayRoc, NCRA, Youth Convergence, CRRA etc. Support for Extended Producer Responsibility and reduced packaging.
\$ 10,000	\$ 10,000	Training, Conferences & Professional Memberships	523210	\$10,000	\$ -	0.0%	Training, conferences & professional memberships.
\$ 298,300	\$ 298,300	Zero Waste School Program	522510 & 522310	\$298,300	\$ -	0.0%	Waste diversion programs & education in partnership with MCOE, many school districts, all five haulers, custodians, parents, unions, and students.
\$ 210,000	\$ 210,000	Information and Outreach	522510	\$260,000	\$ 50,000	23.8%	Increased advertising per LTF recommendation. Recycling Guide updates, ZeroWasteMarin.org improvements, bus shelters, banners, coordination of outreach collateral with haulers, tips to Member Agencies on waste prevention, social media and cable TV ads.
\$ 350,000	\$ 321,431	Zero Waste Grant Program	41PWPZWG10	\$350,000	\$ -	0.0%	Member Agency funds based on population for Zero Waste Programs.
\$ 4,000	\$ 4,000	Truck	561660	\$4,000	\$ -	0.0%	Annual maintenance, insurance, amortization.
\$ 1,222,225	\$ 1,193,656	Zero Waste Fund Expense Totals		\$1,275,337	\$ 53,112	4.3%	

FY 21/22 (80238601) REVENUE BUDGET

FY 20/21 APPROVED BUDGET	FY 20/21 TOTAL EST REVENUE	ACCOUNT NAME	REVENUE SOURCE	FY 21/22 REVENUE REQUEST	NARRATIVE
\$1,000	\$1,000	Interest	441115	\$1,000	Interest
\$985,854	\$985,854	Solid Waste Management	461510	\$1,310,288.42	Hauler, Landfill, Transfer Station Assessments
\$347,275	\$298,384	Carry-Over	N/A	\$91,582	Carry-over from prior fiscal year (contingency + unspent)
\$1,334,129	\$1,285,238	Total Revenue		\$1,402,871	

GENERAL CONTINGENCIES

Contingency Account 900010 \$127,534

Contingency Target = 10% 10%

Item 4. Attachment 1

**STATE REPORTING & REQUIRED
FY 21/22 (80218601) EXPENSE BUDGET**

FY 20/21 APPROVED BUDGET	FY 20/21 TOTAL EST EXPENDITURE	ACCOUNT NAME	OBJECT	FY 21/22 BUDGET REQUEST	VARIANCE	% CHANGE	NARRATIVE
\$393,476	\$393,476	Salaries and Wages	511110	\$394,546	\$1,070	0.3%	Contract staff wages and benefits.
\$15,000	\$9,000	Legal Expense	522545	\$15,000	\$0	0.0%	Legal counsel.
\$19,200	\$18,500	Outside Acctg & Audit Fees	522585	\$19,200	\$0	0.0%	Financial Audit + Submittal of GCC & FTR to State on behalf of the JPA.
\$20,000	\$19,182	Insurance	521610	\$20,000	\$0	0.0%	Insurance.
\$16,941	\$16,941	Rent	522925	\$16,941	\$0	0.0%	Office space.
\$1,500	\$1,500	Training/Professional Development	523210	\$1,500	\$0	0.0%	Training & professional development.
\$618	\$618	Mileage & Routine Travel	523445	\$618	\$0	0.0%	Routine travel.
\$1,200	\$1,200	Supplies & Reproduction	522410	\$1,200	\$0	0.0%	Reflective of annual usage.
		Compliance Reimbursement Fund	522510	\$317,708	\$317,708	↑	Per February Board Meeting
\$0	\$0	SB 1383 Consulting Per ZW Planning Recommendations	522510	\$50,000	\$50,000	↑	Technical assistance on "reporting roll up," regional level requirements - edible food donation, capacity planning and reporting, etc.
\$0	\$0	Organizational Consultant to Advise on Implementing Recommendations	522510	\$50,000	\$50,000	↑	Develop actionable staffing modifications at County in support of JPA
\$0	\$0	Recyclist SB 1383 Regional Reporting Software	522510	\$126,000	\$126,000	↑	Facilitating expected necessary reporting to CalRecycle into Electronic Annual Report portal.
\$467,935	\$460,417	State Reporting Fund Ops Total		\$1,012,713	\$544,778	53.8%	

FY 21/22 (80218601) REVENUE BUDGET

FY 20/21 APPROVED BUDGET	FY 20/21 TOTAL EST REVENUE	ACCOUNT NAME	REVENUE SOURCE	FY 21/22 REVENUE REQUEST	NARRATIVE
\$500	\$500	Interest	441115	\$500	Interest
\$624,816	\$624,816	Solid Waste Management	461510	\$716,400.61	Hauler, Landfill, Transfer Station Assessments
\$58,783	\$232,185	Carry-Over	N/A	\$397,084	
\$684,099	\$857,501	Total Revenue		\$1,113,985	
		<u>GENERAL CONTINGENCIES</u>			
		Contingency Account	900010	\$101,271	
		Contingency Target = 10%		10%	

Item 4. Attachment 1

HOUSEHOLD HAZARDOUS WASTE FUND

FY 21/22 (80228601) EXPENSE BUDGET

FY 20/21 APPROVED BUDGET	FY 20/21 TOTAL EST EXPENDITURE	ACCOUNT NAME	OBJECT	FY 21/22 BUDGET REQUEST	VARIANCE	% CHANGE	NARRATIVE
\$187,402	\$187,402	Salaries and Wages	511110	\$182,740	\$ (4,662)	-2.5%	Contract staff wages and benefits.
\$178,470	\$178,470	HHW Facility Oversight	522555	\$182,039	\$ 3,569	2.0%	San Rafael FD HHW facility oversight.
\$1,748,166	\$1,748,166	HHW Facility Operations	522510	\$1,847,747	\$ 99,581	5.7%	HHW facility operation + West Marin HHW events.
\$40,208	\$40,208	Novato HHW Pass Through	522310	\$41,816	\$ 1,608	4.0%	Novato HHW fee reimbursement.
\$2,732	\$2,732	Legal Services	522545	\$2,732	\$ -	0.0%	Legal counsel on Haz Waste contracts and grant agreements, including Bulb and Battery and Marina programs.
\$164,800	\$164,800	Bulb and Battery Program	522510	\$164,800	\$ -	0.0%	Fluorescent bulbs and batteries hazwaste collection.
\$85,933	\$85,933	Sharps & Needles Program	522310	\$85,933	\$ -	0.0%	Support for the Sharps and Needles Program via Environmental Health Services.
\$2,407,711	\$2,407,711	Operational Budget Subtotal		\$2,507,807	\$ 100,096		
		Oil Payment Program					
\$82,000	\$82,000	Oil Payment Program - Cycle 11	41PWPOPP11	\$65,000	\$ (17,000)	-20.7%	Countywide used oil motor promotion, marina bilge pad collections, storm drain medallions, CCC site certifications, bilingual outreach.
\$82,000	\$82,000	Oil Payment Program Subtotal		\$65,000			
\$2,489,711	\$2,489,711	HHW Fund Total Expenses	Total	\$2,572,807	\$ 83,096	3.3%	

FY 21/22 (80228601) REVENUE BUDGET

FY 20/21 APPROVED BUDGET	FY 20/21 TOTAL EST REVENUE	ACCOUNT NAME	REVENUE SOURCE	FY 21/22 REVENUE REQUEST	NARRATIVE
\$2,000	\$6,500	Interest	441115	\$2,000	Interest
\$65,000	\$82,000	Other Aid: State	451970	\$65,000	CalRecycle Funds for Used Oil Payment Program
\$2,010,099	\$2,010,099	Solid Waste Management	461510	\$2,558,803	Hauler, Landfill, Transfer Station Assessments
\$333,455	\$595,396	Carry-Over	N/A	\$204,284	Carry-over from prior fiscal year (contingency + unspent)
\$2,410,554	\$2,693,995	Total Revenue		\$2,830,087	

GENERAL CONTINGENCIES

Contingency Account	900010	\$257,281
Contingency Target = 10%		10%



SAN RAFAEL FIRE DEPARTMENT

FIRE CHIEF DARIN WHITE
PHONE: (415) 485-3084
FAX: (415) 453-1627

February 26, 2021

Marin County Hazardous and Solid Waste Management Joint Powers Authority
c/o Marin County Department of Public Works
1600 Los Gatos Drive, Ste. 210
San Rafael, CA 94903

RE: Fiscal Year 2021/22 Budget Proposal

Dear Steve,

Please accept this letter as the Fiscal Year 2021/22 budget proposal for the Marin Household Hazardous Waste (HHW) Program. The allocation amounts for the City of San Rafael (City) management oversight and for Marin Recycling and Resource Recovery Association (MRRRA) contractual services are provided herein.

The HHW Program budget for FY 2020/21 was \$1,926,636, which was a 2.5% CPI-U increase from the previous year for both MRRRA and the City.

HHW Program budget proposal summary:

For FY 2021/22, we are proposing a total HHW Program budget of \$2,029,786, which is a 5.4% increase from the previous year's budget.

The budget proposal for the City of San Rafael management oversight is \$182,039. This consist of a 2.0% CPI-U increase from the previous year's budget.

We are proposing a total MRRRA contractual services budget of \$1,847,747. This is a 5.7% increase from the previous year's budget, but it is only a 3.0% increase from projected actual expenditures in FY 20/21. After years of maintaining high quality while also staying under budget, the HHW Facility projects that actual expenditures are on pace to exceed budget expenditures by approximately \$45,000 in FY 20/21. The City of San Rafael has the one-time capacity to absorb the difference.

The increase in expenditures is based primarily on the following:

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- Increasing waste quantities:
 - In FY 17/18, the HHW Facility processed more than 1.65 million pounds of household hazardous waste. In FY 18/19, this declined by nearly 10% to just over 1.5 million pounds, and in FY 19/20 the total stayed about the same as the previous year. However, quantities have picked up this fiscal year to around the same levels as in FY 17/18.
 - Although we do not know with certainty what the next year will bring, we are projecting that waste quantities will either stay the same or increase in the upcoming fiscal year.
- Rising waste disposal costs:
 - Our primary waste hauler increased disposal fees by 7% last year and increased supply fees by 3% this year. For much of last year, the disposal fee increase was offset by declining waste volumes, but with quantities picking up to FY 17/18 levels, the increase is being felt.
 - Our electronic waste partner increased pickup fees by 50% at the beginning of the fiscal year.
- Increasing building maintenance costs:
 - Building maintenance costs have risen considerably this fiscal year, as MRRRA is now including all costs associated with the HHW Facility in its invoicing.
 - Costs associated with providing a safe workplace during the COVID-19 pandemic also are contributing to higher building maintenance costs. We anticipate that COVID-19 protocols will continue to be necessary at the HHW Facility into the new fiscal year.

The City of San Rafael and HHW Facility are working together to keep costs under control and increase offsetting revenue by doing the following:

- Seeking out lower-cost waste haulers
- Seeking out lower-cost PPE and other supplies
- Reviewing the SQL Price List, which was last updated on October 1, 2011

Please see the budget tables on the next page.

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Proposed Marin HHW Program Operating Budget FY 2021/22

MRRRA

Personnel	\$ 826,597
Non-personnel	\$ 1,021,150
Total HHW Facility Operating Contractual Services:	\$ 1,847,747

CITY

Personnel	\$ 132,492
Non-personnel	\$ 49,548
Total City Management Oversight:	\$ 182,039

Total Marin HHW Program FY 2020/21 Budget: \$ 2,029,786

Marin HHW Program Operating Budget FY 2020/21

MRRRA

Personnel	\$ 752,165
Non-personnel	\$ 996,001
Total HHW Facility Operating Contractual Services:	\$ 1,748,166

CITY

Personnel	\$ 129,894
Non-personnel	\$ 48,576
Total City Management Oversight:	\$ 178,470

Total Marin HHW Program FY 2019/20 Budget: \$ 1,926,636

Should you need further information, please call me at the number below.

Respectfully,

David Catalinotto
Environmental Management Coordinator
San Rafael Fire Department
1375 Fifth Avenue
San Rafael, CA 94901
(415) 485-3309

"Our Mission...is to help"

Compliance Reimbursement Fund

Almonte SD	Mill Valley Refuse Service	\$ 9,628
Alto SD	Mill Valley Refuse Service	\$ 9,628
Belvedere	Mill Valley Refuse Service	\$ 19,255
Bolinas CPUD	Recology Sonoma Marin	\$ 9,628
Corte Madera	Mill Valley Refuse Service	\$ 19,255
County of Marin	Bay Cities Refuse	\$ 4,814
	Marin Sanitary Service	\$ 4,814
	Mill Valley Refuse Service	\$ 4,814
	Recology Sonoma Marin	\$ 4,814
Fairfax	Marin Sanitary Service	\$ 19,255
Homestead SD	Mill Valley Refuse Service	\$ 9,628
Larkspur	Marin Sanitary Service	\$ 19,255
Las Gallinas Valley SD	Marin Sanitary Service	\$ 9,628
Marin City CSD	Bay Cities Refuse	\$ 9,628
Mill Valley	Mill Valley Refuse Service	\$ 19,255
Novato	Recology Sonoma Marin	N/A
Novato SD	Recology Sonoma Marin	\$ 19,255
Ross	Marin Sanitary Service	\$ 19,255
San Anselmo	Marin Sanitary Service	\$ 19,255
San Rafael	Marin Sanitary Service	\$ 19,255
Sausalito	Bay Cities Refuse	\$ 19,255
Stinson Beach WD	Recology Sonoma Marin	\$ 9,628
Strawberry SD	Mill Valley Refuse Service	\$ 9,628
Tamalpais CSD	Municipal	\$ 9,628
Tiburon	Mill Valley Refuse Service	\$ 19,255

Total \$ 317,708

MVRS Agencies	\$ 120,344
MSS Agencies	\$ 110,716
Recology SM Agencies	\$ 43,324
Bay Cities Agencies	\$ 33,696
Tamalpais CSD	\$ 9,628
Total	\$ 317,708

Task		Per Agency
1	Project Kick-off and Coordination	\$465
2	Education and Outreach	\$950
	Inspection and Enforcement	\$2,925
	Edible Food Recovery Programs	\$1,350
	Purchasing Policy Changes	\$1,575
	Collection Service Adjustments	\$975
	Initial Cost Estimates	\$800
	Ongoing Coordination	\$1,075
3	Municipal Code Update	\$6,690
4	Training, Reporting, and Presentations	\$2,450
Subtotal Tasks 1-4		\$19,255

Task funding amounts match to R3's proposals to MSS and MVRS Agencies and do not include negotiations with franchisee nor contingency.

Such items to be funded separately by agencies if desired.

Task funding amounts are streamlined to take advantage of interagency efficiencies.

County of Marin and San Anselmo have existing franchise fee funding and may wish not to accept funds so as not to double dip.



QUOTE

CUSTOMER: Zero Waste Marin

DATE: March 30, 2021

PRODUCT: Program Tracker - JPA Edition

EXPIRATION DATE: June 30, 2021

	Rate	Qty	Amount
Base Subscription	\$24,900	1	\$24,900
JPA Shared Access	\$2,000/jurisdiction	11	\$22,000
Data Imports	\$1,000/data set	20	\$20,000
<i>Add-On:</i> JPA Jurisdiction-Level Access	\$2,000/jurisdiction	11	\$22,000
<i>Add-On:</i> Custom Data Template Surcharge	\$1,000/data set		
<i>Add-On:</i> Estimate Creator Tool	\$5,000	1	\$5,000
<i>Add-On:</i> Generator Self-Reporting Tool	\$5,000	1	\$5,000
<i>Add-On:</i> Waiver Issuance Tool	\$5,000	1	\$5,000
<i>Add-On:</i> Route Review Fieldwork Tool	\$5,000	1	\$5,000
<i>Add-On:</i> Waste Evaluation Fieldwork Tool	\$5,000	1	\$5,000

Total Annual Cost: 1-Year-Term \$113,900

10% Discount for 3-Year-Term (\$11,390)

Total Annual Cost: 3-Year-Term \$102,510

One-Time Set-Up Fee	\$5,000	1	\$5,000
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Total One-Time Cost \$5,000

Definitions

- **Data Imports**

A data set is defined as a single-tab Excel worksheet or CSV file. Types of data sets include hauler service-level data (most common), past outreach activities, edible food generator lists.

- **Custom Data Template Surcharge**

Surcharge to import data housed in the customer's or hauler's own template (instead of the standard Recyclist Service Record Template).

- **Add-On Tools**

Add-on tools are not essential for SB 1383 recordkeeping and reporting. They are additional offerings providing increased functionality for fieldwork and/or data gathering. Without these tools, all information required to maintain your central SB 1383 Implementation Record can still be logged in the Program Tracker.

- **JPA Shared Access**

- All users have access to all data in the Program Tracker, regardless of jurisdiction. This is not recommended for agencies with multiple haulers, sensitive data and/or separate franchise agreements amongst jurisdictions because all data is shared as if the JPA were a single jurisdiction.
- Does not house multiple SB 1383 Implementation Records. Data specific to a jurisdiction can be exported to be stored in a separate location.

- **JPA Jurisdiction-Level Access Add-On**

- Includes additional permissions and security levels. Jurisdiction users are restricted to viewing, creating, editing, deleting and exporting data only for their own jurisdiction. The JPA or contract owner has full access to all data.
- Houses multiple SB 1383 Implementation Records, one for each jurisdiction.
- Haulers may access all data (if they are the exclusive service provider to all jurisdictions) or data for a single jurisdiction. Haulers cannot access data for multiple (but not all) jurisdictions.
- Some visual charts and reports may have modified functionality and/or be inaccessible to jurisdiction users.
- JPA Jurisdiction-Level Access Add-On must be implemented during initial configuration of the Program Tracker, not available after launch.



Agenda Report

Date: March 11, 2021
To: West Contra Costa Integrated Waste Management Authority Board
From: Peter Holtzclaw, Executive Director
Subject: Approve Contracts with Recyclist for cloud-based compliance software services

ACTION REQUESTED

Approve two contracts with Recyclist for cloud-based compliance-tracking software: one between Recyclist and Republic Services for cities in the Republic service area, the second between Recyclist and RecycleMore for the City of El Cerrito.

BACKGROUND

RecycleMore is responsible for compliance with current state laws AB 341 (Mandatory Commercial Recycling), AB 1826 (Mandatory Commercial Organics Recycling), and the upcoming SB 1383 (Short-Lived Climate Pollutants: Methane Landfills). In June, 2020, RecycleMore's Board approved the Authority entering into a multi-party agreement with Republic Services, the City of El Cerrito, and Recyclist to purchase and utilize Recyclist's cloud-based data tracking software.

ANALYSIS

After the Board approved a contract with Recyclist in concept, RecycleMore began negotiating a contractual structure between Recyclist, the Authority, Republic Services, El Cerrito and East bay Sanitary.

Originally it was envisioned that Republic and RecycleMore would co-own one overarching contract for the entire jurisdiction. That structure could not work, as Recyclist's platform only allows a single entity to hold a license for its software. Having Republic as sole owner was not possible because El Cerrito and East Bay Sanitary required its proprietary customer data to be blocked from Republic's view. Similarly having RecycleMore as the sole owner also became infeasible because Republic did not trust various security measures suggested by RecycleMore and Recyclist to keep its proprietary data safe.

The structure that allows all entities to have total security about their proprietary data is to have two separate contracts. RecycleMore believes that it can perform all of its compliance duties within these two contracts. One contract will be between Recyclist and Republic Services for the service areas of Richmond, San Pablo, Pinole and Hercules. The second between Recyclist and RecycleMore will be for the service area of El Cerrito.

This structure ensures that the parameters for exporting are fully transparent between contractors, RecycleMore and CalRecycle. RecycleMore can engage in data-inputting alongside contractor staff, and

can access it when needed. Only RecycleMore staff will have access to the contractor's account data. The proprietary data of each entity will be secure within the software and only summary data will export to CalRecycle and member cities in the Authority. Staff from these member cities will not have access to any of this account data – if they do require access, that will be handled separately through front-end franchise hauling agreements between the contractor and their host cities.

PROCUREMENT PROCESS

Recyclist quoted RecycleMore a 3-year contract for \$81,800 back in June 2020, or \$27,267 per year. This was for one contract for the entire jurisdiction and multiple haulers. In the dual-contract arrangement, the cost for two 3-year contracts becomes \$109,300, or \$36,434 per year. The increase of \$9,167 per year is very small, and staff feels this slight increase is worth the cost for everyone to have complete security over their data.

FISCAL IMPACT

The Board has a Restricted Fund for SB 1383 compliance activities, which has \$475,000 set aside for these projects, which would include program tracking software.

Respectfully Submitted,

Peter Holtzclaw

Peter Holtzclaw
Executive Director

Attachment 1: Recyclist Quote*

**At the time of agenda printing, staff had not received a formal quote from Recyclist to be included as an attachment to this report. Once RecycleMore receives this quote, an addendum to the report will be sent out with the attachment.*

MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere Date: January 30, 2020

Corte Madera To: JPA Board Members

County of Marin From: Steve Devine, Program Manager

Fairfax Re: Recommendation from your Local Task Force to Increase the
Advertising Budget in FY 20-21

Larkspur Please recall that your Board has an advisory AB 939 Local Task Force
(LTF). The LTF is comprised of numerous stakeholders – including
resource haulers, landfill, special districts franchising solid waste,
Mill Valley environmental organizations and citizen representatives from the Ross
Valley Cities, Southern Marin Cities, San Rafael, Novato and the County.

Novato At your LTF's January 14, 2020 meeting, the group voted unanimously
to recommend that the JPA Board increase funding in the Zero Waste
Fund for increased advertising focused on source reduction as an
Ross essential means to help reduce waste going to landfill in the upcoming
FY 2020-21 budget.

San Anselmo In light of Marin's recently decreasing diversion rate, increased public
awareness of solid waste based pollution, the nexus between
greenhouse gas emissions and solid waste, new State laws, and the role
Zero Waste Marin could play in "overarching" waste reduction messages
– beyond the "what goes where instructions" provided by our local,
Sausalito excellent, waste haulers – Staff also supports this recommendation. To
that end, Staff will provide the Budget Subcommittee, Executive
Committee and Full Board several options with information on what
Tiburon could be expected from 2-3 scenarios for increased resources devoted
to waste reduction advertising – in the upcoming budget setting process.

Recommendations

Receive oral report from Staff. Information Only.

*f:\waste\jpa\jpa agenda items\jpa 200130\item 8 - recommendation from your local task force to
increase the advertising-outreach budget in fy 20-21.doc
1/24/2020 9:26 AM*

MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Belvedere Date: April 22, 2021

Corte Madera To: JPA Board of Directors

County of Marin From: Liz Lewis, Interim Executive Director

Fairfax Re: Presentation by R3 Consulting on Draft Zero Waste Plan Update & Solicitation of Feedback from the JPA Board's Local Task Force and the General Public

Larkspur Zero Waste Marin is conducting an update to its Zero Waste Feasibility Study. An initial draft of the updated study – which was developed based on engagement with stakeholders including ZWM board members, select LTF members, as well as solid waste facility operators and haulers – was presented to the Board of Directors on February 25, 2021.

Mill Valley

Novato During that meeting the Board directed staff and R3 Consulting Group to engage the Local Task Force (LTF) in gathering feedback on the initial draft study.

Ross

San Anselmo The purpose of this Public Workshop is to seek comments from stakeholders including the LTF (as an advisory body to the Board) as well as the general public regarding the initial draft update to the Zero Waste Marin Zero Waste Feasibility Study.

San Rafael

Sausalito **RECCOMENDATION**
Conduct Public Workshop and solicit feedback on the Draft Zero Waste Plan Update.

Tiburon Attachments:

1. Presentation by R3 Consulting.
2. R3 Consulting Draft Interim Zero Waste Plan Update Report.
3. R3 Consulting Interim Zero Waste Plan Update – “One Pager.”

*f:\waste\jpa\jpa agenda items\jpa 210422\item 5 - presentation & solicitation of feedback on zw plan update.docx
4/14/2021 1:37 PM*



Public Workshop:

Draft Zero Waste Objectives

**Presentation to Zero
Waste Marin Board
of Directors and
Local Task Force
April 22, 2021**



Purpose of Zero Waste Workshop

Propose draft Zero Waste objectives



Seek Board feedback and agreement on objectives and timeline



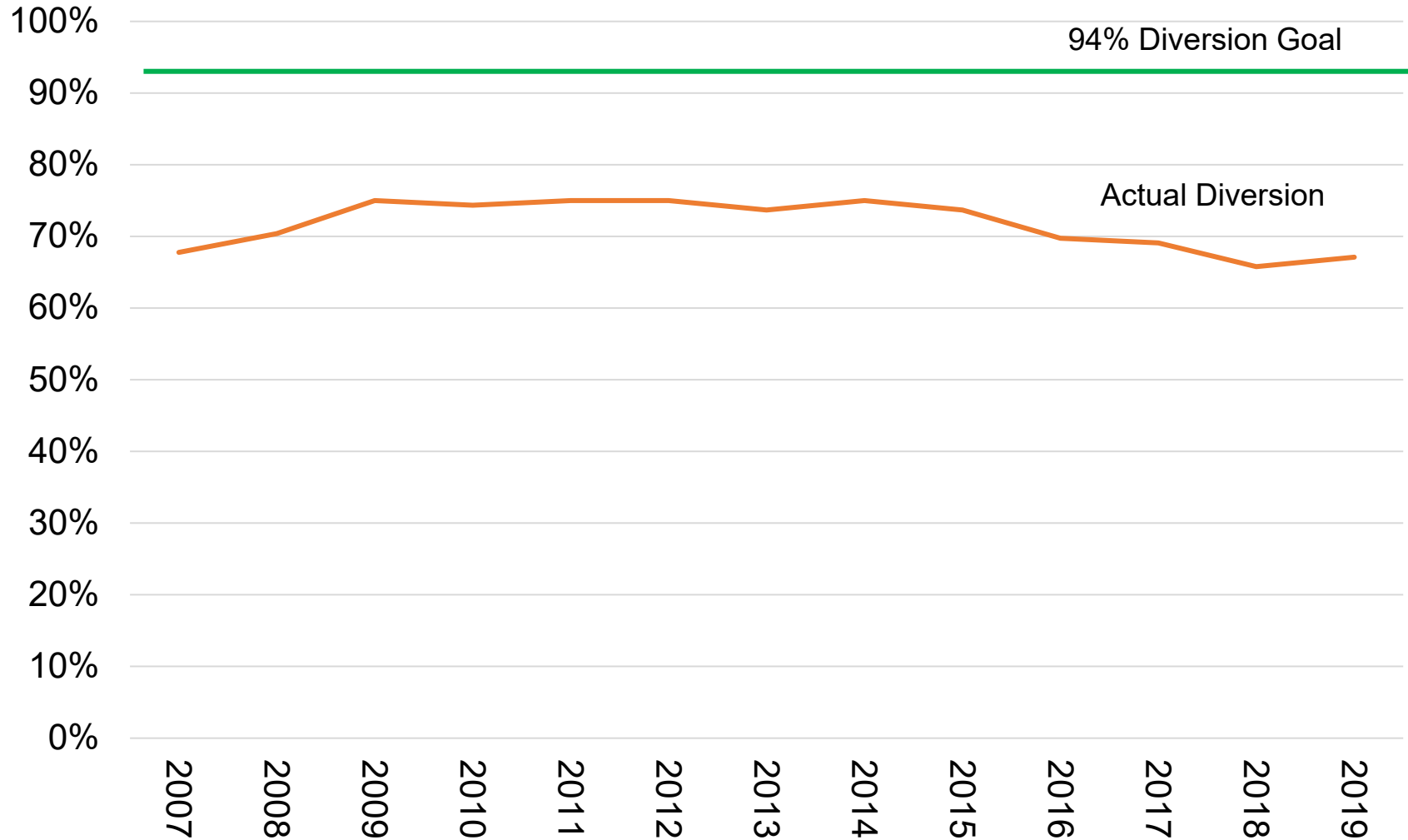
Seek Board agreement on next steps for stakeholder engagement and adoption



Share timeline for completion of organization assessment

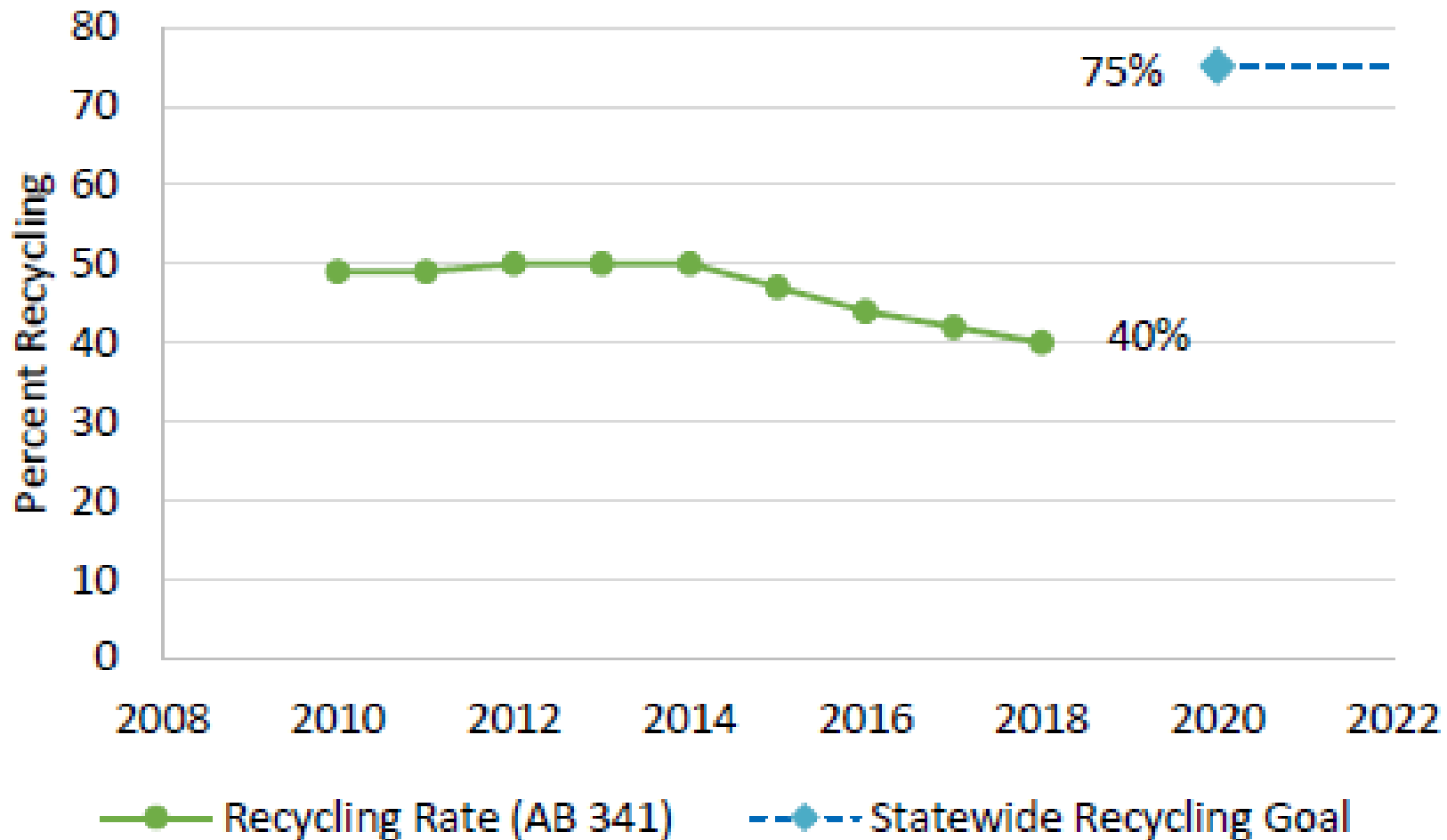
ZWM Goal of 94% Diversion by 2025

Marin County Diversion Rate



ZWM Goal of 94% Diversion by 2025

Statewide Diversion Rate



DRAFT Zero Waste Objectives

- Maintain current household hazardous waste (HHW) and CalRecycle reporting program
- Provide support for compliance with State and local mandates
- Focus on big areas for new recovery: organics, wood waste, large waste streams
- Support growth of in-county processing capacity (esp. organics and wood)



DRAFT Zero Waste Objectives

- **Phase 1 | Plan and finalize next steps for future phases (FY 21-22)**
 - Continue current programs
 - Consider and implement necessary organizational changes
 - Finalize plans for new programs for implementation in future phases

**Board decisions regarding Phase 1
~June 2021**

DRAFT Zero Waste Objectives

➤ **Phase 2 | Provide support for compliance with State mandates (FY 22-23)**

Fiscal Impact:

- ~\$2.54 million in new funding
- ~1% increase in collection rates
- ~\$0.47 per month residential 32-gallon customer

Organizational Impact:

Requires significant “ramp up” period and may require FT ED, increased Board meeting freq. & engagement with electeds and public



DRAFT Zero Waste Objectives

➤ **Phase 3 | Focus on big areas for new recovery (FY 23-24)**

Fiscal Impact:

- Up to ~\$6 million in new funding
- ~2.25% increase in collection rates
- ~\$1.06 per month residential 32-gallon customer

Organizational Impact:

Requires significant “ramp up” period and may require FT ED, increased Board meeting freq. & engagement with electeds and public



DRAFT Zero Waste Objectives

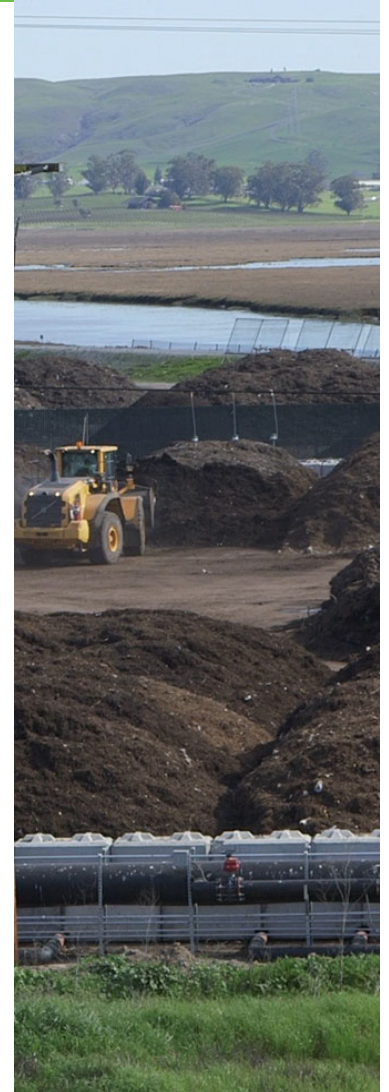
➤ **Phase 4 | Support growth of in-county capacity (FY 24-25)**

Fiscal Impact:

- Up to ~\$20 million in new funding
- ~7.46% increase in collection rates
- ~\$3.51 per month residential 32-gallon customer

Organizational Impact:

Requires significant “ramp up” period and may require FT ED, increased Board meeting freq. & engagement with electeds and public



DRAFT Zero Waste Objectives

➤ **Stakeholder Engagement**

- **Now:** Public Workshop with LTF and Board to present draft ZW objectives
- **June:** Finalize ZW objectives and report
- **July/August:** Final presentation and Board adoption

DRAFT Zero Waste Objectives

➤ **2/25/21 Feedback from ZWM Board**

1. Create visual timeline (Gantt) for actions to take
2. Separately identify legislative compliance from zero waste actions
3. ZWM should support compliance with state mandates and also support Zero Waste leadership
4. ZWM goals should be realistic stretch goal (i.e. 75% State goal)

DRAFT Zero Waste Objectives

➤ Board and LTF Feedback

1. Questions and concerns?
2. Likes or dislikes in the draft objectives?
3. Anything missing?



Organization Assessment

➤ Objectives

- Research, analyze, develop findings, and prepare recommendations regarding:
 - The JPA's Board of Director's structure and composition
 - Future JPA staffing models needed to implement potential future alternatives including staffing structure and composition
 - Per capita (or ratepayer) funding levels for other similar (or model) solid waste and recycling JPAs
- Provide advice and recommendations on possible updates to the 1996 Joint Powers Agreement

Organization Assessment

➤ Tentative Timeline

- **April/May** Prepare draft overview report on Organizational Assessment
- **May/Jun** Subcommittee review of draft overview report
- **July/Aug:** Board workshop
- **Aug/Sep:** Subcommittee review of revised overview report
- **Sep/Oct:** Board workshop
- **November:** Final overview report issued to ZWM

INITIAL DRAFT REPORT

ZERO WASTE FEASIBILITY STUDY UPDATE

Submitted electronically on February 16, 2021

ZERØWASTE MARIN

February 16, 2021

Ms. Liz Lewis
Executive Director, Marin County Hazardous and Solid Waste JPA
c/o Marin County Department of Public Works
P.O. Box 4186
San Rafael, CA 94913

Subject: Initial Draft Report – Zero Waste Feasibility Study Update

Dear Ms. Lewis,

R3 Consulting Group, Inc. (R3) is pleased to submit the attached initial draft report for the 2020 Zero Waste Feasibility Study Update for Marin County Hazardous and Solid Waste JPA (Zero Waste Marin or ZWM).

The objective of this report is to provide an interim update on R3's initial findings in conducting a short list update to the 2009 Zero Waste Feasibility Study. The short list update is intended to provide five specific, actionable projects that would provide significant reductions in material going to landfill and increase recovery of waste materials in Marin County. In service of that objective, this report contains:

- » An overview of the solid waste system in Marin County.
- » An evaluation of ZWM's initial zero waste goal, strategies, and progress to-date.
- » Tonnage analysis and projections through 2025.
- » Possible strategies to be considered for the short list update.

An initial analysis and set of strategy considerations is provided for Zero Waste Marin's review, with subsequent steps as follows:

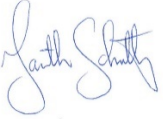
- » ZWM to provide feedback on analysis and strategy considerations.
- » R3 will incorporate feedback and identify five key strategies for further development and refinement.
- » A second draft report will be prepared to be presented to the Zero Waste Marin Board of Directors.
- » R3 will present preliminary findings to the Board in a workshop format.
- » R3 will engage community stakeholders including haulers and facility operators to gather feedback.
- » R3 and/or City and Town Managers may engage City and Town Councils to gather feedback.
- » The Zero Waste Marin Board may consider reframing of goal and milestones.
- » The Zero Waste Marin Board may consider and adopt new zero waste strategies.
- » The Zero Waste Marin Board may consider reorganizing the structure of the organization to target the selected strategies and objectives.

The report that follows is structured to present an overview of the current solid waste system in place in Marin, a summary of the 2009 Zero Waste Feasibility Study, a review of the progress made toward zero waste in Marin and statewide, and an analysis of potential additional recovery in Marin County. Initial draft strategies for consideration by ZWM are included towards the end of this report.

* * * * *

We appreciate the opportunity to be of service to Zero Waste Marin. Should you have any questions regarding our report or need any additional information, please don't hesitate to reach out directly.

Sincerely,



Garth Schultz | *Principal*
R3 Consulting Group, Inc.
510.292.0853 | gschultz@r3cqi.com



Rose Radford | *Project Manager*
R3 Consulting Group, Inc
415.347.9536 | rradford@r3cqi.com

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1. EXECUTIVE SUMMARY

R3 Consulting Group, Inc. (R3) was engaged to conduct the 2020 Zero Waste Feasibility Study Update for Marin County Hazardous and Solid Waste JPA, Zero Waste Marin. This initial draft report provides a summary of the current solid waste system, a summary of the prior 2009 Zero Waste Feasibility Study (2009 Study), an update on the status of implementing the strategies outlined in the 2009 Study, an overview of the status of zero waste in Marin and statewide, an analysis of additional recovery potential based upon statewide waste characterization results, and a list of initial strategy options for Zero Waste Marin's consideration.

Zero Waste Marin has made good progress in implementing the strategies in the 2009 Study. Moreover, the majority of the recommendations from that Study remain viable and should continue, though some are better implemented by member agencies and not ZWM and others are already being partially implemented by either ZWM or haulers and facilities.

There are a handful of solid waste disposal, recycling, and organics processing facilities in Marin County, including: one transfer station; one landfill; one C&D processing facility; and four composting facilities (three of which are small scale operations). The vast majority of the waste generated in Marin County flows through these facilities, with some being transferred to an out-of-County landfill. Information gathered from these facilities and analyzed by R3 indicate that the amount of solid waste disposed in landfills has increased in recent years, in a reversal of prior long-term trends towards increasing material recovery. As a result of these increases in landfill disposal, Zero Waste Marin is not on track to meet its ambitious goal of achieving 94% diversion by 2025 (note that diversion and recovery are used interchangeably in this report).

These trends are not unique to Zero Waste Marin – landfill disposal throughout California has been increasing since 2008, with commensurate decreases in calculated diversion rates statewide. Other agencies with ambitious zero waste goals are similarly not on track for goal achievement. Many of those agencies have consequently reframed their goals to better align with realistic – yet still ambitious – reductions in landfill disposal and increases in diversion. Zero Waste Marin, likewise, has the option to reframe its goals to better reflect its scope of influence and responsibility. Many similar agencies have reframed their goals and adopted policies similar to those already in place in Marin. More ambitious programs are certainly feasible, and in place at other agencies; however, implementing those programs would require additional resources.

While overall landfill disposal by Zero Waste Marin has increased in recent years, the amount of landfill disposal by franchised haulers operating in Marin County has actually been decreasing since 2014, with corresponding increases in recycling and organics diversion since that time. This means Zero Waste Marin is not on track to meet its goal partly as a result of increases in the amounts of solid waste being disposed of by non-franchised “self-haulers” – individual residents, businesses, and contractors. ZWM should consider and implement strategies to control and reduce “self-haul” disposal attributed to Marin County if it wishes to decrease disposal tons.

That said, all waste generators in Marin County can do more to reduce landfilled waste, with 2/3 of the waste sent to landfills in Marin County being potentially recoverable via recycling, composting, or other methods. The vast majority of the potentially recoverable material is comprised of organic waste (yard trimmings, food scraps, paper, wood and lumber). Recovery of organic waste from landfilled waste streams is needed in order to reduce greenhouse gas (GHG) emissions, achieve climate action plan objectives, and achieve compliance with unfunded state mandates via recent legislation, SB 1383. ZWM and its member agencies should consider strategies that would capture and recycle more organic materials, which may also coincide with the compliance requirements of SB 1383.

2. 2020 ZERO WASTE FEASIBILITY STUDY UPDATE

Background on Zero Waste Marin

Zero Waste Marin consists of the County of Marin and all 11 incorporated cities and towns within Marin (Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael, Sausalito, and Tiburon, collectively member agencies). In addition to the cities, towns, and County of Marin, twelve special districts also hold franchise agreements for solid waste collection in the County. The JPA Agreement gives Zero Waste Marin the power to adopt ordinances, conduct studies, levy fees, implement programs, and more. ZWM funds a number of key programs in the County, including:

- » Operation of the Household Hazardous Waste (HHW) Program at the facility in San Rafael.
- » Remote collection programs for universal wastes including batteries, fluorescent bulbs, sharps, and pharmaceuticals.
- » A grant program available to all member agencies for funding diversion programs.
- » AB 939 compliance programs, including solid waste planning, reporting to the State of California, and specific programs such as the construction and demolition debris (C&D) recycling program.
- » Outreach and education in schools.
- » A countywide advertising campaign to promote source reduction and recycling.
- » Facilitation of meetings including the “Local Task Force” advisory body.

ZWM assumed its current state via a revised Joint Powers Agreement in July 1996 and was formed to meet the goals mandated by State Public Resources Code (PRC) Sections 40900 through 43000, which were added by Assembly Bill (AB) 939. Those PRC code sections have since been amended by various legislation, most recently AB 341, AB 1826, and Senate Bill (SB) 1383. The laws that succeeded AB 939 have added additional diversion goals and mandates on local agencies.

ZWM's annual budget is approximately \$4 million, and funding is derived from fee assessments on the franchised haulers active in the County, the transfer station, and the landfill located in the County. ZWM contracts with the Marin County Department of Public Works for staffing, administration, and program implementation. Zero Waste Marin performs several key services for its member agencies that are not explicitly evaluated as a part of this Update, including HHW, state reporting, the schools program, and the Countywide advertising campaign. These programs provide key benefits to ZWM's member agencies and absent another directive, we have assumed – and recommend – that these programs will remain core functions of the Zero Waste Marin, irrespective of decisions regarding new programs to achieve greater diversion.

2009 Zero Waste Feasibility Study

In 2009, ZWM considered a goal to increase the diversion of materials from the landfill to meet an 80% diversion goal by 2012 and 94% diversion by 2025. It also received and filed the 2009 Study to meet that goal which included numerous strategies targeting the following key outcomes:

- » Establishment of programs and policies to strengthen Countywide programs for meeting the zero waste goal; and
- » Guidance on implementation of specific programs and policies by member agencies.

The 2009 Study presented eighteen recommendations, split up into the functional groups presented above, and was intended to provide a summary of findings and analysis related to the evaluation of current solid waste and household hazardous waste programs, program improvements, and new

programs. The disposal reduction associated with implementing the strategies described in the plan was estimated at 180,000 tons, and the theoretical achievement of 94% diversion.

While aspirational goals are common in zero waste plans developed in the past, the last few years have shifted the paradigm in solid waste management for the foreseeable future. Resource recovery, including recycling and diverting organics from landfill, is no longer considered only for diversion and resource conservation value, but also as important means of greenhouse gas (GHG) emission reduction.

Although Marin County as a whole has access to some of the best diversion programs in the state, Zero Waste Marin did not meet its 80% diversion by 2012 goal and will not meet its 2025 goal of 94% diversion. Current (2019) diversion as measured by the State of California for ZWM is 67%, which compares favorably to other agencies throughout the state, and is an indicator of relatively high diversion achievement. ZWM's and its member agencies have made significant progress in implementing programs from the 2009 Study, including adding food waste to residential and commercial organics collection programs, directing a portion of clean food to anaerobic digestion, complying CALGreen C&D and other state recycling laws, conducting outreach, educating schoolchildren and the public, and improving opportunities for proper disposal of household hazardous and universal wastes, such as batteries.

Changes in Approach to Diversion

In the past decade, many jurisdictions and waste related JPAs, including Zero Waste Marin, have gone beyond AB 939's diversion requirements and adopted a zero waste goal and plan. Zero waste, however, cannot be achieved by recycling and composting programs alone.

Zero waste goes beyond diverting materials from landfill and means designing and managing products and processes to systematically avoid and eliminate the volume and toxicity of waste and materials, conserve and recover all resources, and not burn or bury them. Because zero waste goes beyond "diverting" waste, and because CalRecycle, in 2014, changed the methodology for demonstrating compliance with AB 939 from a diversion percentage to a "pounds of disposal per person" goal, many jurisdictions stopped tracking and reporting diversion rates, and are instead tracking disposal pounds per person (which factors in waste prevention efforts), and recycling and organics pounds collected per person.

Regardless of the methodology used for tracking progress toward higher diversion and zero waste, achieving zero waste goals have always been partially dependent on factors that go beyond local collection and processing programs, such as markets and value for scrap material, and the elimination or reduction of problematic packaging (such as certain types of single use or biodegradable plastic and multi-material packaging that can't be recycled, composted or recovered). Working collectively with other agencies - including the state - to address those larger issues, in addition to improving diversion and waste prevention programs, has been a key part of most jurisdictions' zero waste plans.

Changes in Recycling Markets

In January 2018, the People's Republic of China reduced the maximum contamination on all incoming recycled material shipments levels from a previous 10% to 0.5% effective March 1, 2018. Such contamination is monitored at the port upon arrival of incoming recycled material shipments and is subject to return to its shipment source if higher levels are determined to be found. The policy has been said by some leading industry experts to be "virtually impossible" to attain.

This policy, known as the National Sword, nearly eliminated the end destination market for most of California's recyclables. While other countries including Vietnam, India, Malaysia, and Turkey have previously accepted recyclable materials for processing before China's National Sword Policy, they continue to be overwhelmed with material diverted from China's market. This policy has led to changes in Marin County including Mill Valley Refuse Service's decision to switch from single stream recycling to dual stream recycling for residents, stricter contamination standards for customers, and increased rates to cover the costs of additional sorting needed at material recovery facilities.

Marin County Diversion Outcomes and Trends

Despite the successful efforts outlined in the 2009 Study, the Countywide recycling rate as measured by CalRecycle is declining as disposal increases more quickly than population. This trend is shown in Figure 1.

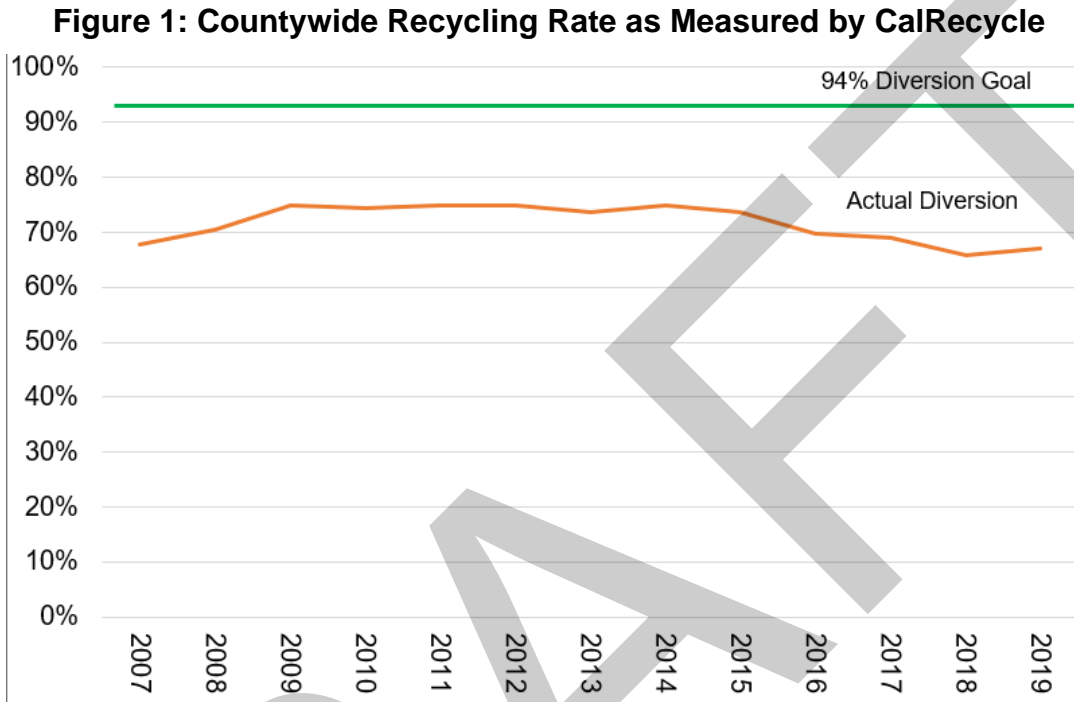


Figure 2 (next page) shows the disposal and diversion data over time since 2014. This data was collected through ZWM's role in reporting disposal to the state; this role was transferred to CalRecycle as of the third quarter of 2019, and similar data is no longer being collected.

Statewide Diversion Trends

Despite the ambitious legislation the state has passed, and increasingly stringent enforcement of that legislation on local agencies, statewide disposal has been steadily increasing, and the state's calculation of its recycling rate has been decreasing. Figure 2 (next page) shows CalRecycle's calculated statewide recycling rate through 2018.

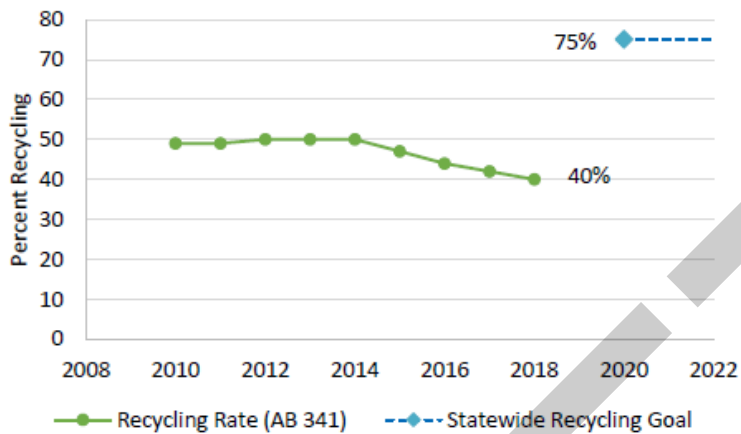
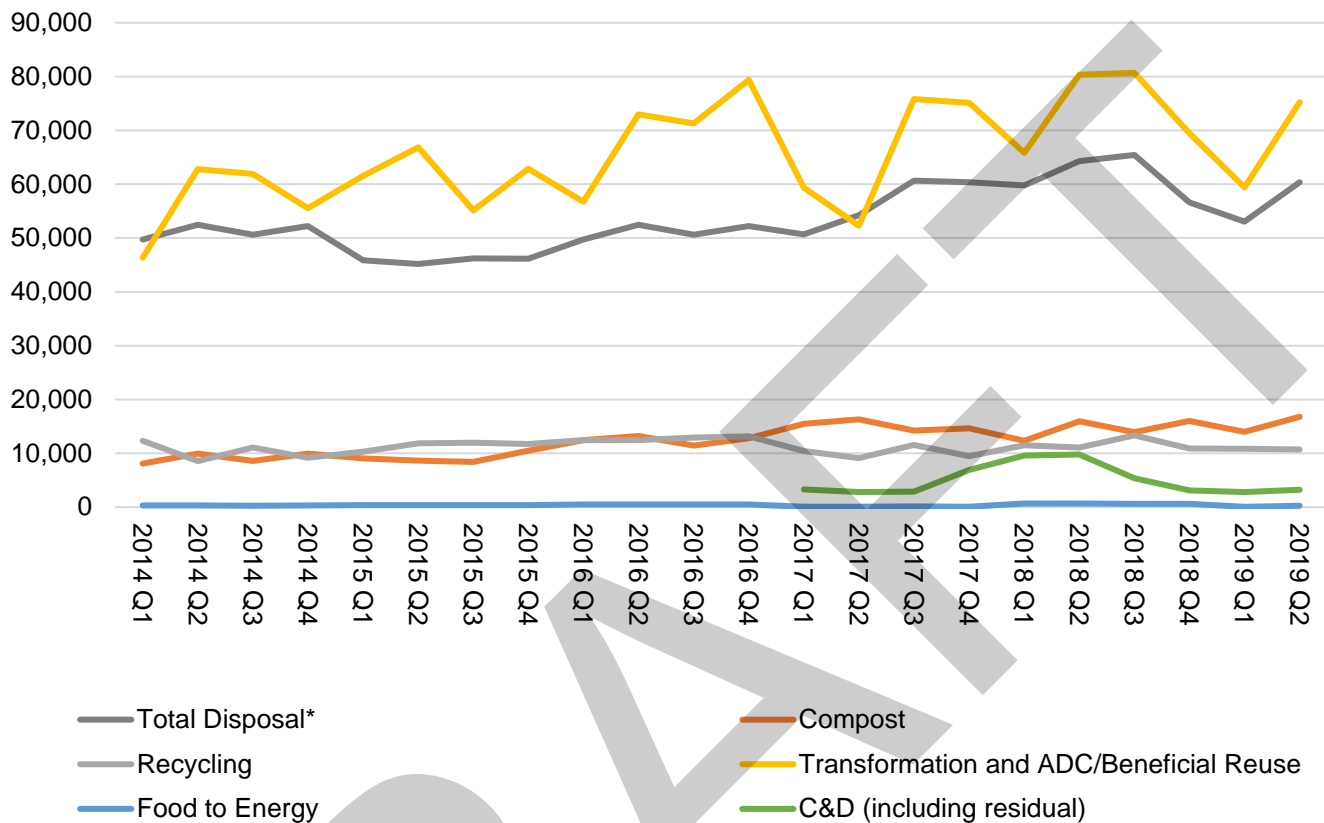
Figure 2: California's Statewide Recycling Rate Since 2010¹

Figure 3 shows seasonal fluctuation in disposal tonnages, with franchised and non-franchised materials combined, and significant tonnages of material used as alternative daily cover (ADC) and beneficial reuse at landfill (for erosion control, road maintenance, and other functions). The data shows an increase in disposal over the period, and smaller but consistent increases in recycling and composting-bound materials. Materials delivered as C&D debris for recycling is reported separately from C&D delivered for disposal (reported as disposal), with data available from 2017 onward.

¹ Source: State of Recycling and Disposal Report for Calendar Year 2018, CalRecycle, available at the following web address: <https://www2.calrecycle.ca.gov/Publications/Download/1453>

Figure 3: Tonnage Trends, Marin 2014-2019

* Sum of Potrero Hills, Redwood, and Keller Landfills as reported to CalRecycle.

The vast majority of the increases in disposal have been in non-franchised materials hauled by residents and businesses directly to the transfer station and landfill, and not the materials collected by franchised haulers from permanent collection containers. In 2014, franchised disposal was about 105,000 tons; by 2018 franchised disposal had reduced to 97,000 tons, an impressive reduction. The best available data on non-franchised disposal shows that it is primarily from construction and demolition (C&D) activity, making the Countywide C&D diversion program particularly important as a focus area moving forward – however, options for processing all delivered solid waste tonnages for recovery will also support increased diversion.

Figure 4 shows the tonnage data with franchised disposal displayed in dark blue and subtracted from total disposal. This figure shows a steady decrease in franchised disposal and a corresponding increase (circled in red) in recycling and organics tonnages over the period, with non-franchised disposal in dark gray increasing over the entire period.

Figure 4: Tonnage Trends w/ Franchised Disposal Extrapolated, Marin 2014-2019

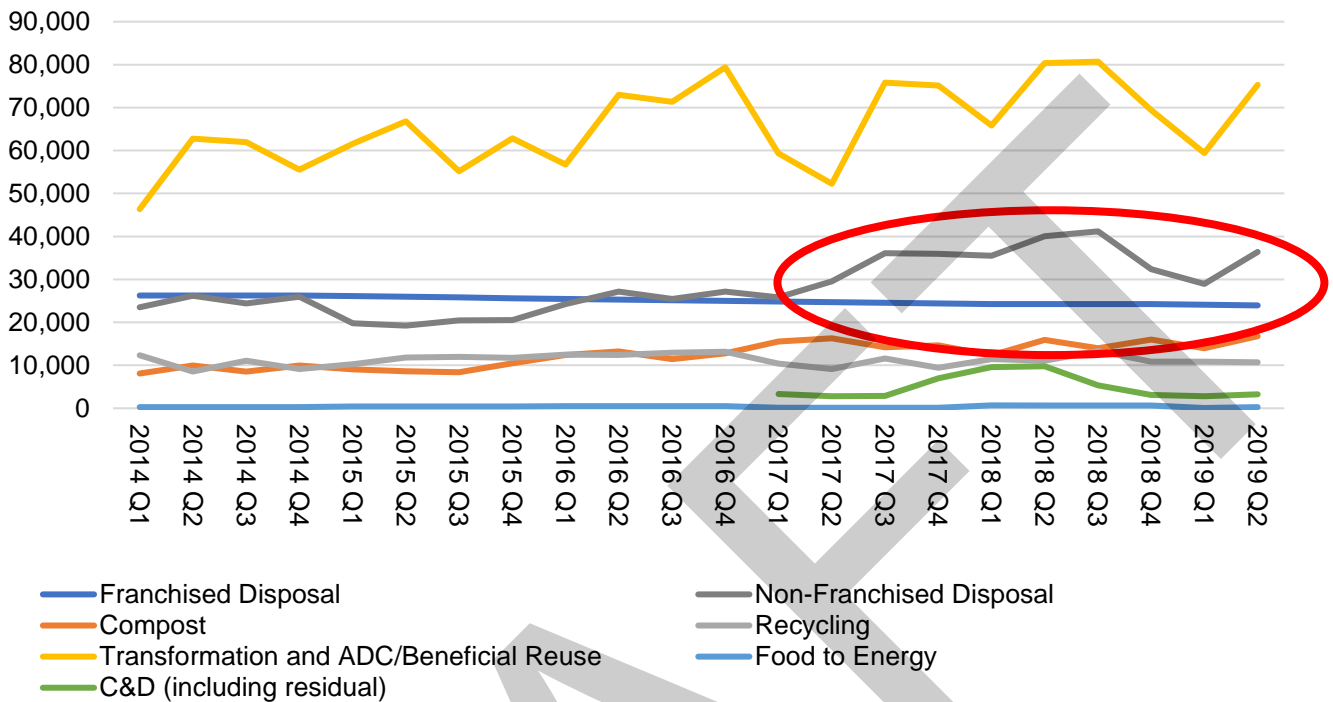
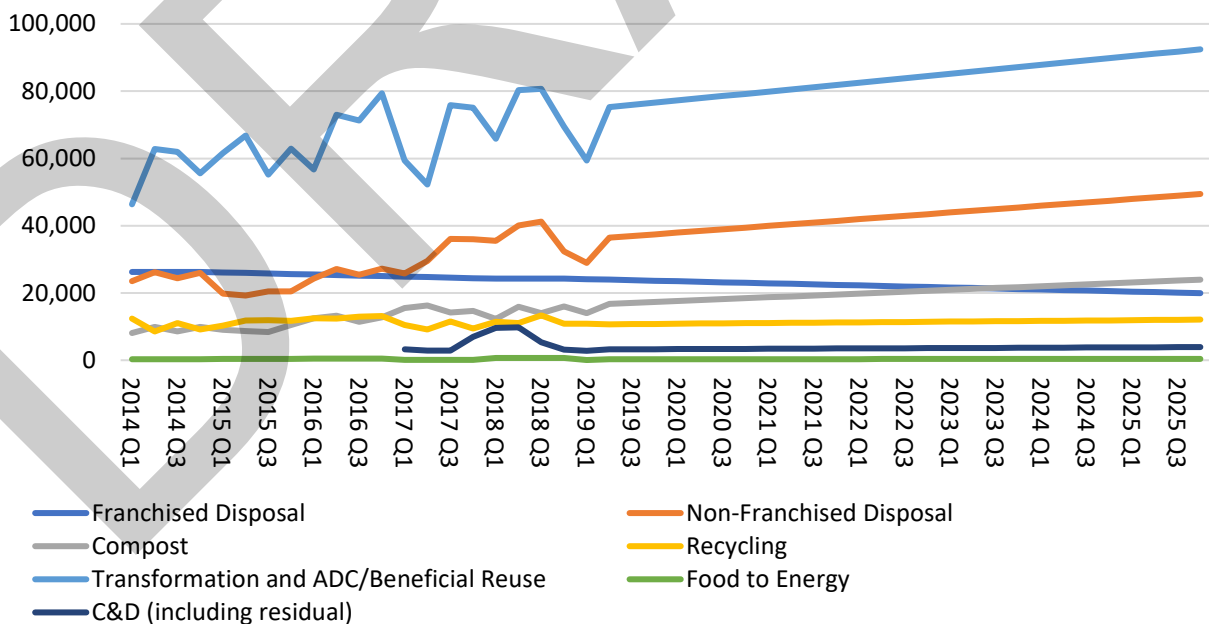


Figure 5 shows a projection of tonnages using current trends through 2025. Zero Waste Marin did not meet its goal of 80% diversion from landfill in 2012 and is not on track to meet the zero waste goal by 2025 given that disposal is increasing. If current trends are maintained, diversion will go from 67% in 2018 to 66% in 2025 (measured as recycled tons over total tons, with all categories but disposal counted as recycled).

Figure 5: Tonnage Projection Through 2025



Remaining Recoverable Materials

In order to identify the most viable strategies for increasing diversion, R3 identified the proportion of materials by broad material type that is available in the landfilled material, and by sector (residential, commercial, and self-haul). The composition of each sector's disposed waste stream was applied to the total tonnages by sector, estimated on a hauler-by-hauler basis, for the most recent full year of disposal data (2018). After 2018, Zero Waste Marin was no longer responsible for collecting disposal data for the state, and disposal and diversion tonnage data is incomplete beginning in the third quarter of 2019.

Approximately 73% of the overall waste stream would be considered recoverable based upon statewide data. Approximately 20% of the disposed material is from the residential sector, 26% is from the commercial sector, and the remaining 54% is attributed to non-franchised "self-haul," or material hauled by residents and businesses directly to the transfer station or landfill (including wood chips used as ADC, which now counts as disposal and not recovery). Most of the "self-haul" disposal is reported from the Marin Resource Recovery Center (MRRC).

54% is dramatically higher than the self-haul that R3 has observed in other communities; self-haul tends to be closer to 20-40% of total disposal. The host agencies for transfer stations and landfills tend to be allocated more disposal tonnages than agencies that do not host those facilities, as the origin of waste is declared by each customer at the gate. Table 1 shows the composition of the overall waste stream that would be classified as recoverable. This table clearly demonstrates that organic materials are the largest portion of that category, with food (edible and inedible) accounting for 15% of the overall recoverable materials.

Table 1: Composition by Material Class²

Material	Proportion	Recoverable
Special Waste	6.7%	6.3%
Metal	4.6%	3.6%
Glass	1.7%	1.5%
Electronic	0.6%	0.6%
HHW	0.2%	0.2%
Organic	34.1%	33.5%
Paper	16.6%	15.0%
Inerts and Others	14.1%	9.4%
Plastic	11.5%	3.0%
Miscellaneous	9.8%	0.0%
Total	100%	73.1%

Using the residential waste characterization as a basis, ~63% of the currently-disposed materials from the residential sector, or 26,500 tons, are still recoverable. For the commercial sector, ~64% of the currently-disposed materials, or 35,000 tons, are still recoverable.

² Source: 2018 Facility-Based Characterization of Solid Waste in California, CalRecycle, available at the following web address: <https://www2.calrecycle.ca.gov/Publications/Download/1458>

For the self-haul sector, based upon actual material composition and estimates based on the statewide averages, 70% of the material is recoverable, or 79,000 tons. Clean wood accounts for 16% of the disposed self-haul material.

Based upon this analysis, food waste and self-hauled wood waste are material categories that offer significant potential for diversion, with paper (in particular food-soiled compostable paper) and yard waste also contributing significantly to the recoverable materials still landfilled.

Reframe Zero Waste Goal Expectations

Zero waste is an aspirational goal, and while it is often defined in alignment with the Zero Waste International Alliance's principles, it is the province of each jurisdiction to establish a framework for reducing waste generation, and responsibly managing materials that are generated.

Agencies such as the City of San Francisco and StopWaste in Alameda County have reframed goalsetting away from a pure landfill diversion percentage to instead target 100% diversion of the materials that can be diverted, with the understanding that "residuals" or other such material that lacks a recycling market would still be disposed. R3, via prior projects with Zero Waste Marin, has recommended similar approaches, in particular with C&D waste materials, which appear to be a primary reason for the increase in disposal in Marin County. Reframing the zero waste goal would allow Zero Waste Marin to focus programs on "high generation" materials that are actually recoverable via current systems.

The State of California has made disposal reduction a key goal and supported diversion programs by establishing a dedicated department and passing legislation that supports the ambitious goals set by prior legislation. Since AB 939 in 1990, the state has been a leader in collecting disposal data and benchmarking progress toward these statewide goals. The State is required to assess progress toward these goals, and these assessments have concluded that additional activities will be needed. As such, the more recent legislation passed by the state has shifted the focus of regulations toward implementation of specific programs, rather than achievement of diversion goals.

Communities throughout the state are adding recycling, composting, waste prevention and the use of compost to their climate action plans as GHG reduction and climate resilience measures. Additionally, the increased use of products made from recovered organic material, such as compost and mulch, have been identified as important contributors to improved soil health, which is at risk due to fires and other climate change impacts. Potentially edible food that is currently being disposed has been identified as a potential food source for the food insecure. Recycling, composting and waste prevention efforts have been given new impetus as communities and decisionmakers recognize their multiple environmental benefits, not least of which are GHG reduction benefits.

Focus on Organics

Food and other organics in landfill breakdown and form methane, a potent GHG. Since the adoption of the 2009 Study, there has been a steady shift, statewide and locally, toward an increased focus on getting organics (especially food) out of the landfill as a significant means of reducing statewide GHG. This focus has been targeted (although not exclusively) on the commercial sector as the biggest overall generator of landfilled organics. Prioritizing organics recovery in the commercial sector makes sense because commercial organics recovery has significant remaining potential and remains more challenging to implement than residential diversion, meaning that it requires a special focus.

Organics comprise the biggest part of the remaining recoverable waste stream, at approximately 40% in Marin and 50% statewide, underscoring the importance of prioritizing their recovery. Several laws targeting organics (and recycling) recovery in the commercial sector have passed in the last several years, placing numerous programmatic and reporting requirements on ZWM's member agencies.

Focusing on organics recovery offers several co-benefits in addition to targeting the greatest potential for increased diversion. Increasing organics recovery would help Zero Waste Marin's member agencies

comply with the new and complex organic disposal reduction requirements of SB 1383, as well as other co-benefits listed below:

- » Reducing a significant source of GHG (methane in landfills) and contributes to County and Member agency GHG reduction efforts and climate action planning.
- » Improving soil health in the member agencies through the increased use of compost and mulch, which also contributes to climate resiliency and helps member agencies comply with CALGreen, MWELo and SB 1383 requirements.
- » Recovering edible food that could be donated for human consumption.

Other Zero Waste Goal Benchmarks

Other communities have also adopted zero waste plans that set ambitious goals for disposal reductions. Many of those communities have since adjusted their zero waste goals. A few examples are listed below:

- » Alameda updated its 2010 plan to instead focus on 5 key strategies that were adopted in 2018.
- » Castro Valley Sanitary District published a Zero Waste Strategic Plan in 2014 with the goal of zero waste by 2029. The District is currently developing an updated 2020 plan.
- » Davis adopted a Zero Waste Plan in 2013 that included strategies to attain a 75% reduction goal by 2020.
- » Fairfax passed a resolution to achieve zero waste (94% landfill diversion goal) by 2020.
- » Fresno adopted a goal in 2008 to achieve zero waste by 2025.
- » Glendale adopted a zero waste goal in 2011 aiming for 90% waste diversion by 2030, and a 75% goal set for 2020.
- » Irvine passed a resolution to “support zero waste as a long-term goal for City of Irvine” remains in place without alternation.
- » Los Angeles: pLAN updated to Mayor’s Green New Deal in 2019. The Green New Deal pushed back LA’s zero waste to landfill/incineration goal from 2025 to 2050.
- » Menlo Park adopted a zero waste plan and goal in 2017.
- » Mountain View’s Zero Waste Plan (with the goal of diverting 90% of waste from the landfill by 2030) remains unchanged.
- » Novato amended franchise agreement to include zero waste goals including an 80% diversion of waste to recycling by 2025.
- » Oakland adopted a zero waste plan in 2006 with a goal to achieve 90% reduction in landfill-bound materials (from 2005 baseline). Strategies, measurement approaches, and system design have been altered since adoption of the plan.
- » Oceanside’s Zero Waste Plan was adopted in 2012 by City Council and set a goal of reaching a 75-90% diversion rate by 2020.
- » A 2018 Zero Waste Plan updated Palo Alto’s original plan (adopted in 2007). The 2018 Plan contains new and revised provisions designed to meet aggressive goals adopted by the Palo Alto City Council in 2016 as part of its Sustainability/Climate Action Plan.
- » City of San Diego has retained its Zero Waste goals of 75 percent diversion by 2020, 90 percent by 2035, and 100 percent by 2040.
- » San Francisco’s original Zero Waste Plan stipulated a zero waste to landfill/incinerators goal by 2020. This was scaled back in 2018, instead calling for a reduction in total waste generation by 15 percent and disposal to landfill by 50 percent (of materials that can be diverted) by 2030.

- » In 2008, the San Jose adopted a zero waste to landfill goal by 2022. An update with five specific objectives to help the City reach its goal was developed in 2017.
- » Santa Cruz County Zero Waste Plan was created in 2015 as a result of the County establishing a zero waste goal in 2005 for achieving a 75 percent diversion rate by the year 2010.
- » Santa Monica plans to “significantly extend timeline to achieve zero waste, eliminates zero waste policy and program, development and instead focus on regulatory compliance.”
- » Santa Rosa adopted a zero waste plan and goal in 2020 with a per capita disposal target goal, not based on diversion percentage.
- » Sunnyvale has retained its Zero Waste goals of 75 percent diversion by 2020, 80 percent by 2025 and 90 percent by 2030.

State Law Requirements and Goals

Since AB 939 was passed, the state has continued to set ambitious new recycling goals through a variety of new legislation, including:

- » AB 341 set a goal of 75% diversion statewide by the year 2020 and requires businesses that generate more than 4 cubic yards of commercial solid waste per week and multifamily residential dwellings of 5 units or more to arrange for recycling services, on and after July 1, 2012. The law also requires local jurisdictions to promote recycling by taking certain actions, including informing covered businesses of the requirement.
- » AB 1826 required local jurisdictions to arrange an organics collection program that includes food scraps on and after July 1, 2016, and at this time requires businesses and multifamily residential dwellings of 5 units that generate more than 2 cubic yards of commercial solid waste per week or more to arrange for organics diversion services. The law also requires local jurisdictions to promote organics diversion by taking certain actions, including informing covered businesses of the requirement.
- » Motivated by the statewide limit on greenhouse gas emissions to 1990 levels, SB 1383 sets a statewide goal to reduce organic waste by 50% from the 2014 level by 2020 and 75% from the 2014 level by 2025. SB 1383 also establishes a target of recovering 20% of currently disposed edible food for human consumption by 2025. SB 1383's requirements will be in effect on January 1, 2022, and include extensive requirements for businesses, state agencies, and local jurisdictions.

The regulations set forth a variety of programmatic and policy related requirements on multiple entities including jurisdictions, residential and commercial generators, commercial edible food generators, haulers, self-haulers, food recovery organizations, and food recovery services to support achievement of these state-wide organic waste disposal reduction targets.

SB 1383 requirements go beyond AB 1826 and AB 341 in that there are far more specific program implementation, monitoring and enforcement requirements on jurisdictions, as well as a new required program component: an edible food recovery program.

Marin County Solid Waste System Overview

Zero Waste Marin's member agencies – as well as the other special districts in the County – independently contract their collection and disposal services for residential, multi-family and commercial services. There are over 20 agencies that hold franchise agreements for collection of solid waste in the County. C&D materials can be collected either by the franchised hauler or the contractor conducting the C&D activity. Unincorporated areas of the County are serviced by five franchised haulers and a municipal hauler. The six haulers operating in Marin County and their service areas are provided in Table 2.

Table 2: Marin County Franchised Haulers

Franchised Hauler	Service Areas		
Bay Cities Refuse	Sausalito, <i>Marin City CSD</i> , and County		
Marin Sanitary Service	County	Larkspur	San Anselmo
	Fairfax	<i>Ross Valley SD</i>	San Rafael
	<i>Las Gallinas Valley Sanitary District</i>		
Mill Valley Refuse Service	<i>Almonte</i>	Corte Madera	<i>Strawberry</i>
	<i>Alto SD</i>	County	Tiburon
	Belvedere	<i>Homestead</i>	Mill Valley
Novato Disposal*	Novato Sanitary District (Novato and County)		
Recology Sonoma Marin*	<i>County (West Marin), Bolinas Community Public Utility District, and Stinson Beach County Water District</i>		
Tamalpais Community Services District	<i>Tamalpais Community Services District</i>		

Italics note parts of Unincorporated Marin County

*These haulers share a parent company, Recology, Inc.

Marin Resource Recovery Center (MRRC) is the only transfer station in the County, located in San Rafael and operated by Marin Sanitary Service (MSS). Redwood Landfill is the only landfill, located in unincorporated County near the City of Novato and operated by Waste Management. MRRC delivers franchised waste to Redwood Landfill and non-franchised waste to Potrero Hills Landfill located in Solano County. Marin Resource Recycling Association (MRRA – an MSS affiliated company) operates the one material recovery facility that processes curbside recycling and receives curbside recycling from MSS and Mill Valley Refuse Service (MVRS).

MRRC also operates a C&D sorting line and receives most C&D in the County, including C&D delivered for recycling at Redwood Landfill. Bay Cities Refuse delivers curbside recycling to a Republic-operated facility located in Richmond, and Recology Sonoma Marin delivers curbside recycling to a sorting facility located in Sonoma County. There are four composting facilities located in the County, although the vast majority of the organic materials are composted at Waste Management's Earth Care composting facility located at Redwood Landfill. Clean food scraps collected by MSS and Mill Valley Refuse Service (MVRS) are processed and transferred to Central Marin Sanitation Agency, where they are introduced into the sewage sludge and anaerobically digested to produce energy.

3. ZERO WASTE STRATEGY CONSIDERATIONS

Continue Existing Zero Waste Marin Programs & Clarify Responsibilities for Other Existing Zero Waste Strategies

Zero Waste Marin should also continue (and potentially expand) its existing suite of programs including the HHW program, schools outreach and education program, C&D recycling support program, outreach and education program focusing on source reduction, and support for individual member agency zero waste efforts. Clarification regarding responsibilities for the strategies listed in the 2009 Study is needed. Table 3 provides a summary of each of the strategy recommendations presented in the 2009 Study and an assessment on whether the strategies should be continued in Marin County and who should bear primary responsibility for implementing those strategies.

In Table 3, strategies without highlighting are recommended for further consideration via the Organizational Assessment currently underway. Those highlighted in green directly relate to the new strategy options listed in the prior pages and should be further explored. Strategies highlighted in blue are recommended for continuation by ZWM and the member agencies, and those highlighted in grey have already been completed, with no further actions being necessary. ZWM should seek to clarify that the strategies highlighted in peach are the direct responsibility of the member agencies. Member agencies are currently best suited to be responsible for and implement these strategies (as desired) because they pertain to matters of individual member agency control (i.e., individual franchise agreements and solid waste operations and solid waste ordinances).

Focus on Areas of Large Potential

Zero Waste Marin should consider focusing new strategies on targeting the largest landfilled waste streams: organics, wood waste, and more generally non-franchised “self-hauled” waste. Organics comprise the largest single category of recoverable materials in landfilled waste (~40%) and is also the subject of state regulations, while non-franchised self-hauled waste is the primary area of increasing disposal in Marin County.

Specific actionable strategies targeting these waste streams are summarized in Table 4, and are listed in general order of relative costs, diversion outcomes, timeline, and ease of implementation. Strategies for consideration purposefully demonstrate a range of options based on these criteria. These options also represent a range of necessary ZWM commitments, with the lower cost/impact strategies being feasible given current organizational structures, and the higher cost/impact strategies requiring broader organizational changes in order to be feasible.

Phase 1: Plan and Finalize Next Steps for Future Phases (FY 21-22)

- » Continue current programs
- » Consider and implement necessary organizational changes
- » Finalize plans for new programs for implementation in future phases

Board decisions regarding Phase 1 ~June 2021

Phase 2: Provide support for community compliance with State mandates (FY 22-23)

- » Fiscal Impact:
 - ~\$2.4 million in new funding
 - ~1% increase in collection rates
 - ~\$0.46 per month residential 32-gallon customer
- » Organizational Impact: Requires significant “ramp up” period and may require FT ED, increased Board meeting freq. & engagement with electeds and public

Phase 3: Focus on big areas for new recovery (FY 23-24)

- » Fiscal Impact:
 - Up to ~\$6 million in new funding
 - ~2.25% increase in collection rates
 - ~\$1.06 per month residential 32-gallon customer
- » Organizational Impact: Requires significant “ramp up” period and may require FT ED, increased Board meeting freq. & engagement with electeds and public

Phase 4: Support growth of in-county capacity (FY 24-25)

- » Fiscal Impact:
 - Up to ~\$20 million in new funding
 - ~7.46% increase in collection rates
 - ~\$3.50 per month residential 32-gallon customer
- » Organizational Impact: Requires significant “ramp up” period and may require FT ED, increased Board meeting freq. & engagement with electeds and public

Table 3: Assessment of Strategies Selected in 2009 to Achieve Zero Waste

Strategies without highlighting are recommended for further consideration via the Organizational Assessment currently underway. Those highlighted in green directly relate to the new strategy options listed in the prior pages and should be further explored. Strategies highlighted in blue are recommended for continuation by ZWM and the member agencies, and those highlighted in grey have already been completed, with no further actions being necessary.

2009 Study Strategy Name	Should Strategy Remain in Place?
1. Increase ZWM's Role in Assisting Administration of Member Agency and Countywide Programs	Yes – Explore via <u>Organizational Assessment project in 2021</u> . Decisions regarding other ZWM strategies will influence the degree to which ZWM's role may change to assist in program administration.
2. Increase ZWM Staffing and Their Role in Assisting Administration of Member Agency and Countywide Programs	
3. Increase Board of Directors Meeting Frequency	
4. Help with Siting/Permitting Processes of a) Solid Waste Facilities and b) Non-Solid Waste Facilities	Potentially – Explore via <u>2020 Zero Waste Feasibility Study Update</u> . ZWM may choose to continue with this strategy, with a recommended focus on organics recovery and recovery from self-hauled waste.
5. Support Extended Producer Responsibility (EPR) and Waste Reduction Policies at State and National Level Public education	Yes – Continue current ZWM program. ZWM should continue efforts to support EPR, with the knowledge that there is no direct linkage to zero waste goal achievement. Consider higher levels of support for EPR efforts.
6. Revise Solid Waste Ordinances	Yes – Responsibility of ZWM member agencies. All agencies must update their solid waste ordinances in 2021 to meet the requirements of SB 1383.
7. Revise Franchise Agreement Language	Potentially – Responsibility of ZWM member agencies. ZWM member agencies may choose to revise their franchise agreements with their operators and may consider the model franchise language developed by CalRecycle ³ .
8. Adopt, Enforce, and Homogenize the Construction and Demolition Ordinance	Yes – Continue current ZWM program. ZWM should continue efforts to support member agencies C&D implementation. Prior ZWM recommendations to homogenize ordinances were not implemented by the member agencies. ZWM member agencies have responsibility for implementation and enforcement.

³ CalRecycle's model tools for SB 1383 implementation can be found at the following web address:
<https://calrecycle.ca.gov/organics/slcpe/education>

2009 Study Strategy Name	Should Strategy Remain in Place?
9. Adopt and Enforce Multifamily Dwelling and Business Recycling Ordinance	Yes – <u>Responsibility of ZWM member agencies</u> . All agencies must update their solid waste ordinances in 2021 to meet the requirements of SB 1383.
10. Encourage Consumption and Disposal Changes Through Public Education	Yes – <u>Continue current ZWM program</u> . ZWM should continue public education efforts and should consider specifically focusing on reduction and recovery of organic wastes and self-hauled wastes. Consider higher levels of investment in public education and outreach programs.
11. Promote Countywide Sale and/or Disposal Bans	Yes – <u>Responsibility of ZWM member agencies</u> . Some member agencies are promoting these efforts on their own, and the County is developing a countywide approach to reduce single use food ware wastes.
12. Implement Wet/Dry Collection Routes	Potentially – <u>Responsibility of ZWM member agencies</u> . ZWM member agencies may choose collection operation approaches in coordination with their haulers.
13. Offer Residential Unlimited Services of Recycling and Green Waste Containers	Potentially – <u>Responsibility of ZWM member agencies</u> . ZWM member agencies may choose collection operation approaches in coordination with their haulers.
14. Add Materials Collected to the Recycling Stream	Completed – Maximum levels of recyclable materials are already included in recyclables waste streams.
15. Add Food Waste Diversion to Collection Services (Residential and Commercial)	Completed – Food waste and other organics are already included in green waste/organics waste streams.
16. Implement Food Waste Digestion	Completed – Food waste and other organics are already included in green waste/organics waste streams.
17. Promote Backyard Composting	Yes – <u>Continue current ZWM program</u> to promote home composting.
18. Require Deconstruction/Salvage/Resale of Construction and Demolition Materials	Potentially – <u>Explore via 2020 Zero Waste Feasibility Study Update</u> . ZWM may choose to continue with this strategy, with a recommended focus on recovery of all recoverable C&D materials at processing facilities.

3. ZERO WASTE STRATEGY CONSIDERATIONS

Table 4: Initial New Zero Waste Strategy Considerations

Please see Handout PDF document.

DRAFT

DRAFT 2021 Update to the Zero Waste Marin Feasibility Study

Summary of Draft Objectives for Programs Funded by the Zero Waste Fund

Zero Waste Objective		Summary Description	Est. Decrease in Disposed Tons	Est. Additional Annual Costs	Est. Impact to Collection Rates	Est. Impact to Res. 32-Gallon Rate (Monthly)
PHASE 1 PLAN AND FINALIZE NEXT STEPS FOR FUTURE PHASES (FY 21-22)		Plan and Finalize Next Steps for Future Phases				
PHASE 2 COMPLIANCE SUPPORT (FY 22-23)		Provide support for compliance with State mandates				
1	Expand Public and School Education and Outreach Programs	Expand awareness by increasing funding for public and school education and outreach programs including focus on organic waste reduction and recovery.	Minimal	\$500,000	0.19%	\$ 0.09
2	Expand Waste Reduction Program	Continue ongoing support for Extended Producer Responsibility (EPR) and Waste Reduction Policies in coordination with the LTF.		\$250,000	0.10%	\$ 0.05
3	Expand Zero Waste Grant Program	Continue ZW Grant Program and encourage or require member agencies to focus on organics recycling with ZWM grant funds.		\$350,000	0.14%	\$ 0.07
4	Fund and Support Members' Development of CalRecycle Compliance Programs	Fund one-time project to provide technical guidance to Members to outline and clarify Member and JPA ongoing requirements under State Laws (AB 341, AB 1826, and SB 1383).	Minimal	\$240,000	0.09%	\$ 0.04
5	Fund Targeted Technical Assistance to Business and Multi-Family	Provide ongoing funding to Members for direct hands-on technical assistance to the largest organics waste generators to reduce and capture organic waste.		\$600,000	0.23%	\$ 0.11
	Fund Digital Technology Solutions	Identify and fund ongoing implementation of new technologies to improve data collection and monitoring for increased diversion and waste prevention.		\$120,000	0.05%	\$ 0.02
	Fund Edible Food Recovery Program Assistance	Fund one-time coordination of edible food recovery program activities with Members.		\$180,000	0.07%	\$ 0.03
6	Fund Development/Expansion of CRV Redemption Opportunities	Fund ongoing partnerships with entities that redeem CRV containers to increase community access to CRV redemption opportunities.	N/A - will not increase recovery.	\$300,000	0.12%	\$ 0.06
PHASE 2 SUBTOTAL			Minimal	\$2,540,000	0.99%	\$ 0.47
PHASE 3 NEW RECOVERY PROGRAMS (FY 23-24)		Fund and implement new materials recovery programs for wood waste, non-franchised waste, and hard-to-recycle materials				
7	Fund Development / Expansion of Reuse / Hard-to-Recycle Item Facilities	Fund ongoing partnerships with facilities for recovery and reuse of hard-to-recycle and reusable items (assumes joint funding from partnership, not only ZWM).	Up to 3%	\$1,000,000	0.38%	\$ 0.18
8	Fund Partnerships for Recovery of "Self-Hauled" and C&D Waste	Fund ongoing partnerships with facilities for recovery of self-hauled and C&D waste (assumes joint funding from partnership, not only ZWM).	Up to 5%	\$2,000,000	0.75%	\$ 0.35
9	Fund Partnerships for Wood Recovery and Energy Production	Fund ongoing partnerships with facilities for recovery of clean wood waste for energy production (assumes joint funding from partnership, not only ZWM).	Up to 5%	\$3,000,000	1.12%	\$ 0.53
PHASE 3 SUBTOTAL			Up to 13%	\$6,000,000	2.25%	\$ 1.06
PHASE 4 IN-COUNTY PROCESSING CAPACITY (FY 24-25)		Fund and implement processing of garbage/trash to recover and compost organics.				
10	Fund Commercial and Multi-Family Garbage Processing and Composting Agreement(s)	Fund ongoing partnerships with facility operators and haulers to process commercial and multi-family "garbage" for processing and recovery of recyclables and organics and subsequent composting of organics.	Up to 10%	\$10,000,000	3.73%	\$ 1.75
11	Fund Single Family Garbage Processing and Composting Agreement(s)	Fund ongoing partnerships with facility operators and haulers to process single-family "garbage" for processing and recovery of recyclables and organics and subsequent composting of organics.	Up to 10%	\$10,000,000	3.73%	\$ 1.75
PHASE 4 SUBTOTAL			Up to 20%	\$20,000,000	7.46%	\$ 3.51
ESTIMATED GRAND TOTAL OF ALL PHASES			Up to 33%	\$28,540,000	10.70%	\$ 5.03

DRAFT 2021 Update to the Zero Waste Marin Feasibility Study

Summary of Draft Objectives for Programs Funded by the Zero Waste Fund

Zero Waste Objective		Summary Description	Est. Decrease in Disposed Tons	Est. Additional Annual Costs	Est. Impact to Collection Rates	Est. Impact to Res. 32-Gallon Rate (Monthly)
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1	Expand Public and School Education and Outreach Programs	Expand awareness by increasing funding for public and school education and outreach programs including focus on organic waste reduction and recovery.	Minimal	\$500,000	0.19%	\$ 0.09
2	Expand Waste Reduction Program	Continue ongoing support for Extended Producer Responsibility (EPR) and Waste Reduction Policies in coordination with the LTF.		\$250,000	0.10%	\$ 0.05
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4	Fund and Support Members' Development of CalRecycle Compliance Programs	Fund one-time project to provide technical guidance to Members to outline and clarify Member and JPA ongoing requirements under State Laws (AB 341, AB 1826, and SB 1383).	Minimal	\$240,000	0.09%	\$ 0.04
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	Fund Digital Technology Solutions	Identify and fund ongoing implementation of new technologies to improve data collection and monitoring for increased diversion and waste prevention.		\$120,000	0.05%	\$ 0.02
	Fund Edible Food Recovery Program Assistance	Fund one-time coordination of edible food recovery program activities with Members.		\$180,000	0.07%	\$ 0.03
6	Fund Development/Expansion of CRV Redemption Opportunities	Fund ongoing partnerships with entities that redeem CRV containers to increase community access to CRV redemption opportunities.	N/A - will not increase recovery.	\$300,000	0.12%	\$ 0.06
PHASE 2 SUBTOTAL			Minimal	\$2,540,000	0.99%	\$ 0.47
PHASE 3 NEW RECOVERY PROGRAMS (FY 23-24)		Fund and implement new materials recovery programs for wood waste, non-franchised waste, and hard-to-recycle materials				
7	Fund Development / Expansion of Reuse / Hard-to-Recycle Item Facilities	Fund ongoing partnerships with facilities for recovery and reuse of hard-to-recycle and reusable items (assumes joint funding from partnership, not only ZWM).	Up to 3%	\$1,000,000	0.38%	\$ 0.18
8	Fund Partnerships for Recovery of "Self-Hauled" and C&D Waste	Fund ongoing partnerships with facilities for recovery of self-hauled and C&D waste (assumes joint funding from partnership, not only ZWM).	Up to 5%	\$2,000,000	0.75%	\$ 0.35
9	Fund Partnerships for Wood Recovery and Energy Production	Fund ongoing partnerships with facilities for recovery of clean wood waste for energy production (assumes joint funding from partnership, not only ZWM).	Up to 5%	\$3,000,000	1.12%	\$ 0.53
PHASE 3 SUBTOTAL			Up to 13%	\$6,000,000	2.25%	\$ 1.06
PHASE 4 IN-COUNTY PROCESSING CAPACITY (FY 24-25)		Fund and implement processing of garbage/trash to recover and compost organics.				
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ESTIMATED GRAND TOTAL OF ALL PHASES			Up to 33%	\$28,540,000	10.70%	\$ 5.03