

# Executive Summary

## 2017 Work Plan and Budget

The 2017 Solid Waste Management Coordinating Board (SWMCB) Work Plan and Budget depicts how the SWMCB will further its mission to increase the efficiency and environmental effectiveness of the region's solid waste management system. Work plan activities recognize that member counties' have made significant development in their own county's programming in solid waste and the focus of the 2017 Work Plan will be a regional focus on solid waste policy development and legislative advocacy, research beneficial to the region, opportunities to share best practices and host county staff educational opportunities, regulatory programming and regional data collection. It will also be a year to evaluate the regional role for SWMCB and effectuate changes desired by the Board. The analysis of SWMCB's regional role will include, among other issues, how to provide:

- 1) A successful waste management system within the region involving state, regional and local cooperation and collaboration, both in terms of funding and programmatic support; and
- 2) Opportunities for regional waste management activities where counties can identify and benefit from economies of scale that result in more cost-effective and coordinated efforts in the identified focus areas.

The 2017 Work Plan and Budget is separated into six sections. The first section provides an overall budget analysis and compares 2017 SWMCB funding with previous years. The five sections that follow separate the 2017 SWMCB activities and budgeted expenses into general categories of the SWMCB's activities.

A few of the highlights from the 2017 Work Plan and Budget:

- The overall 2017 budget has been reduced by 12%. The \$92,558.00 in savings is largely a result of reducing the communications budget and eliminating the next round of Community Power grants.
- Consultant's contracts have also been decreased overall by 8%.
- Each County's funding of SWMCB will be reduced per the SWMCB dues formula.
- Funding has been maintained in the areas of regional policy development and solid waste advocacy and lobbying.
- Depending upon the transition decisions made by the Board, some additional administrative services are budgeted to close out or transfer SWMCB's procedures, data bases and documentation.
- Assuming SWMCB proceeds under a modified joint powers agreement or other structure, 2017 is the scheduled procurement year for vendor services and the budget includes services of preparing RFPs, evaluations, and recommendations followed by contract negotiations.

A reserve budget will be set during the spring of 2017 when the 2016 budget is reconciled.

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## **I. 2017 Work Plan and Budget Analysis**

This information is intended to help SWMCB members, staff and the public better understand the 2017 SWMCB Work Plan and Budget.

### **The 2017 SWMCB Work Plan and Budget by the Numbers**

The **2017 Budget: \$689,658.00**

*Note: Does not include SWMCB budget reserve. This represents a 12% decrease with SWMCB funding reduced overall by \$92,558.00.*

**The 2017 Budget is less than each of the two years immediately preceding 2017. The 2017 budget reflects the completion of the Community Power grant program and reduced data collection and research planned by the Board. Level of effort has been maintained for legislative work and there is a slight increase for administrative services due to the transition evaluation by SWMCB of its ongoing role and involvement in regional solid waste programming and policy development.**

– 2017 SWMCB Budget	\$689,658
– 2016 SWMCB Budget	\$782,216
– 2015 SWMCB Budget	\$885,319

### **The 2017 Budget is divided into Five Major Categories**

	<b>2016</b>	<b>2017</b>
Regional Policy & Programmatic Efforts	<b>\$126,316</b>	\$117,758
Communications and Outreach	<b>\$209,400</b>	\$138,900
Legislative Advocacy, for 2017 Legislative Initiatives and Intergovernmental Relations	<b>\$88,000</b>	\$88,000
Data Collection, Research & Planning Work Plan Initiatives	<b>\$218,500</b>	\$185,000
General SWMCB Administration	<b>\$140,000</b>	\$160,000
<b>Total</b>	<b>\$782,216</b>	<b>\$689,658</b>

## 2016 - 2017 Budget Comparison: Percent Allocation by Category

The chart below depicts SWMCB's funding by category for 2016 and 2017 using percentages. By comparing the percentage from 2016 with the amount budgeted for 2017, one can determine if the category is receiving a relatively larger or smaller proportion of the overall SWMCB budget than in the previous year.

<b>Total 2017 SWMCB Budget:</b>	<b>\$689,658</b>
2016 Budget Reserve:	\$ TBD
County-Specific Community POWER Funds	-\$0-

  

<b>Percent Breakdown by Work Plan Category</b>		
	<b>2016</b>	<b>2017</b>
I. <i>Regional Policy and Programmatic Efforts</i>	16%	17%
II. <i>Communications, Outreach, Community Power Grants</i>	27%	20%
III. <i>2016 Legislative Advocacy for 2017 Legislative Initiatives and Intergovernmental Relations</i>	11%	13%
IV. <i>Data Collection, Research and Planning Work Plan Initiatives</i>	28%	27%
V. <i>General SWMCB Administration</i>	18%	23%

<b>2017 Vender Contracts within the Budget Summary</b>			
<b>2017 Total Contracts: \$506,658</b>	<b>2016 Total Contracts: \$548,216</b>	Percent Change: <b>8%</b>	Dollar Change: <b>\$41,558</b>

*Note:*

Standard overall contract services for 2017 have decreased.

All of the 2017 contracts listed below would be executed as one-year contracts. A procurement process will be needed for all consultant work following SWMCB's analysis.

## 2017 Contract Amounts within the Budget

<b>Richardson, Richter &amp; Associates, Inc.</b> <i>SWMCB Administration and Coordination</i>			
<b>2017:</b> <b>\$333,658</b>	2016: \$343,500	Percent Change: 3% Decrease	Dollar Change: \$9,842 Decrease
<b>Stoel Rives</b> <i>Legal Services</i>			
<b>2017</b> <b>\$10,000</b>	2016: \$5,000	Percent Change: 100% Increase	Dollar Change: \$5,000 Increase
<b>Gorton's Studios</b> <i>Website Services</i>			
<b>2017:</b> <b>\$25,000</b>	2016: \$45,000	Percent Change: 44% Decrease	Dollar Change: \$20,000 decrease

## 2017 Contract Amounts within the Budget (continued)

<b>Vanasek Consulting with Capitol Hill Associates</b> <i>Intergovernmental Affairs</i>			
<b>2017:</b> <b>\$58,500</b>	2016: \$58,500	Percent Change: No Change	Dollar Change: No Change
<b>Jill Brown and Jeff Dehler</b> <i>Communications Implementation Assistance</i>			
<b>2017:</b> <b>\$30,000</b>	2016: \$30,000	Percent Change: No Change	Dollar Change: No Change
<b>Emerge Knowledge Design</b> <i>Database Management</i>			
<b>2017:</b> <b>\$19,500</b>	2016: \$16,000	Percent Change: 22% Increase	Dollar Change: \$3500
<b>Anoka County Attorney Office</b> <i>Vendor contract review; joint powers board legal issues</i>			
<b>2017:</b> <b>\$10,000</b>	2016: \$5,000*	Percent Change:	Dollar Change: \$5,000

<b>Dakota County</b> <i>Financial Services and Risk Management</i>			
<b>2017:</b> <b>\$20,000</b>	2016: \$20,000	Percent Change: No Change	Dollar Change: No Change

\*SWMCB approved \$10,000 for county attorney support in 2016. Ramsey County’s Attorney Office offered their services through June without charge. As of July 1, 2016, the services were moved to Anoka County’s Attorney’s Office . A contract in the amount of 50% of the original budget approved for 2016 is being requested for the services for 2016 with \$10,000 being sought for 2017.

## **II. Regional Policy and Programmatic Efforts**

The 2017 SWMCB Work Plan identifies opportunities to deliver consistent and coordinated regional approaches regarding solid waste policy and programmatic initiatives.

The Regional Policy and Programmatic Efforts section is **divided into two sub-sections in order to recognize that a successful waste management system requires leadership at the state and/or regional level**, depending upon the nature of each specific initiative.

<b>Regional Policy and Programmatic Efforts 2017 Budget:</b> <b>\$117,758</b>	
<b><i>Regional Policy and Programs Budget Proposal</i></b>	
<i>Richardson, Richter &amp; Associates, Inc.</i>	\$88,758
<i>Legal Counsel*</i>	\$20,000
<i>Hazwoper Training Session</i>	\$7,000
<i>Regional Hauler Licensing Program Materials</i>	\$2,000

<b>General Budget Note for Regional Policy and Programmatic Efforts</b>	
Policy and Management Services*	\$88,758
Legal Counsel**	\$20,000
<p><i>*The Regional Policy and Programs section of the Work Plan and Budget is segmented into MPCA-led and SWMCB-led sections, but much of the work is interrelated. Therefore, the Policy and Management Services contractor, with direction from SWMCB staff and the Executive Committee, will utilize its budget within all areas of this Regional Policy and Programs section of the Work Plan.</i></p>	

*\*\*Special legal services from Stoel Rives will be provided. Vendor contract reviews and approvals are provided by Anoka County Attorney's Office. Funding for those services is budgeted at \$10,000 for the Anoka County Attorney's Office and \$10,000 for "as-needed" legal services provided by Stoel Rives. These budget line items are available to provide service across all areas of the Work Plan.*

*Additional budgetary needs from other contractors for a specific program will be reflected under that Work Plan section.*

*Research needs, if any, for Regional Policy & Programmatic efforts are budgeted on page 24. Prior to the expenditure of any research funds, the Board shall take separate action on budget and services needed for such research.*

**----- MPCA-Led, SWMCB-Supported Efforts -----**

**Processing**

Support full enforcement and utilization of the state's existing processing facilities.

<b>Stakeholders</b>	MPCA, SWMCB & Other Waste Stakeholders
<b>2017 Tasks</b>	<p>The MPCA will continue to enforce Minn. Stat. §473.848.</p> <p>The MPCA will provide updates to SWMCB on landfill enforcement and resource recovery facility plans to support processing capabilities available to the region.</p> <p>SWMCB will support MPCA enforcement efforts by volunteering quarterly non-processible waste certifications.</p> <p>SWMCB will also support MPCA's enforcement efforts by providing monthly transfer station data.</p>
<b>2017 Outcomes</b>	Enforcement of Minn.Stat. §473.848.

**Non-MSW Management**

Increase focus on non-MSW which represents one-third of total waste generated

<b>Stakeholders</b>	MPCA, SWMCB, & Other Waste Stakeholders
<b>Tasks</b>	<p>The MPCA will provide an update on the quantities and management options, in addition to landfilling, utilized for non-MSW within the SWMCB region.</p> <p>The MPCA will work with the private sector, SWMCB and other Metro partners to explore ways to increase reuse and</p>

	<p>recycling of non-MSW and to improve baseline non-MSW data, generally.</p> <p>The MPCA will develop a plan to work with other state agencies to encourage waste reduction and recycling efforts for asphalt shingles, biomass fuel and wall board, as well as other C &amp; D landfill abatement efforts.</p>
<p><b>2017 Outcomes</b></p>	<p>The MPCA will work with stakeholders to improve non-MSW baseline data.</p> <p>The MPCA will evaluate with SWMCB, reuse and recycling progress for non-MSW.</p> <p>The MPCA will advise on what non-MSW policies need changing to encourage increased reuse and recycling of non-MSW.</p> <p>MPCA will provide its plan for state agency support for waste reduction and recycling of non-MSW and C &amp; D.</p>

**Initial Implementation of Goals and Policies in Policy Plan**

Commence the implementation of goals and policies in final Policy Plan.

<b>Stakeholders</b>	MPCA, Other Waste Stakeholders, SWMCB and Member Counties.
<p><b>2017 Tasks</b></p> <p><b>2017 Outcomes</b></p>	These tasks and outcomes are dependant on the Policy Plan when finalized.

**Measurement & Accountability**

Coordinate with regional and local partners to improve solid waste performance measures

<b>Stakeholders</b>	SWMCB, Member Counties & MPCA
<b>Tasks</b>	<p>Utilizing its data bases, MPCA will respond to queries from SWMCB members and otherwise share data with SWMCB.</p> <p>The SWMCB will support the use of the long form by haulers for reporting SCORE data to MPCA on ReTRAC Reconnect.</p>

<b>2017 Outcome</b>	<p>MPCA and SWMCB will continue streamlining the collection of data for SCORE reporting and other waste management program needs and work to reduce redundancy of data collection.</p> <p>MPCA will respond to data queries from SWMCB and its members.</p>
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----- **SWMCB-Led Efforts** -----

**Regional Programming and Sharing Best Practices**

<b>Stakeholders</b>	SWMCB, Member Counties & Other Solid Waste Stakeholders
<b>2017 Tasks</b>	<p><b>Regional Programming:</b></p> <ul style="list-style-type: none"> <li>• Continue to identify regional strategies to meet recycling and landfill abatement goals.</li> <li>• Implement regional strategies from the multi-unit recycling committee’s 2016 regional recommendations including: annual hauler meetings to share information and new resources; participation in Multi Housing Association Spring or Fall workshops.</li> <li>• Continue to work with architectural community (AIA) on improved designs for managing recycling; propose standardizing, to the extent possible, and building code modifications needed to facilitate recycling.</li> <li>• Consider regional opportunities for setting recycling goals for multi-unit residential following Ramsey, Washington and Hennepin Counties’ waste characterization work.</li> <li>• For public entities, focus on schools and contract concepts for their MSW and recycling hauler services at schools; continue to work on best practices and engage with custodial groups.</li> <li>• Complete EI’s work from 2016 to engage corporate decision makers for retail chains to implement recycling at locations throughout the region.</li> <li>• Participate in statewide discussions related to alternative ways to measure recycling.</li> </ul>

	<ul style="list-style-type: none"> <li>• Continue to support Carver County’s demonstration compost site research.</li> <li>• Perform a centralized organics transfer station study including the identification of capacities needed to manage organic waste streams in the region.</li> </ul> <p><b>Sharing Best Practices:</b></p> <ul style="list-style-type: none"> <li>• Host a county workshop to share each county’s recycling programming and plans for involving their other government /public entity facilities with recycling programming and organics management.</li> </ul>
<p><b>2017 Outcomes</b></p>	<p>Regional strategies to increase recycling and reduce landfilling will be identified and evaluated.</p> <p>Multi-unit recycling 2016 recommendations will be implemented.</p> <p>Concepts for hauler contracts with schools will be developed to reflect flexibility needed to realize increased recycling and organics management.</p> <p>Work of vendors and county members delivering regional programming will be coordinate to assure efficiencies.</p>

**MSW Toxicity Reduction**

Participate in multi-stakeholder efforts to improve product stewardship programming and increase MSW toxicity reduction in the Region

<p><b>Stakeholders</b></p>	<p>SWMCB, Member Counties, MPCA &amp; Other Waste Stakeholders</p>
<p><b>2017 Tasks</b></p>	<p>Continue to evaluate the implementation of Minnesota’s paint product stewardship model and evaluate individual counties program data following Program Year 2.</p> <p>Evaluate the effectiveness of 2016 legislative amendments to E-Waste product stewardship.</p> <p>As products are identified having the greatest environmental impact, begin to evaluate options for product stewardship.</p> <p>Participate in state and national product stewardship organizations that offer the best opportunities to</p>

	collaboratively advance product stewardship initiatives in SWMCB member counties and across Minnesota.
<b>2017 Outcomes</b>	<p>The SWMCB will be recognized as a key participant in product stewardship initiatives in Minnesota and will focus on products with the greatest environmental impact.</p> <p>The SWMCB will actively participate in advancing product stewardship initiatives through outreach to stakeholders.</p> <p>The SWMCB will share program data amongst its members due to PaintCare’s implementation of Minnesota’s Product Stewardship Plan and as a result of 2016 E-Waste legislative amendments.</p>

## Regulatory

Coordinate the Regional Hauler Licensing Program

<b>Stakeholders</b>	SWMCB, Member Counties, MPCA, Waste Haulers & Waste Facilities
<b>Tasks</b>	<p>Consider changes to Regional Hauler License if amendments to the Joint Powers Agreement are forthcoming.</p> <p>Issue base and operating licenses for the Regional Hauler Licensing Program and procure the necessary decals for licensed trucks.</p> <p>Prepare regional database of licensed haulers and trucks in the region.</p>
<b>2017 Outcomes</b>	<p>The SWMCB may modify the Regional Hauler License, which is an exhibit as part of the Joint Powers Agreement.</p> <p>The SWMCB will ensure that the region’s operating and base hauler licenses are issued and provide a regional database containing all haulers and trucks serving SWMCB counties.</p>

<b>Budget Detail for Program</b>	
Regional Hauler Licensing Program Materials	\$2,000

## Regulatory

Coordinate hazardous waste operator (Hazwoper) training sessions for hazardous waste regulatory staff.

<b>Stakeholders</b>	SWMCB, Member Counties & MPCA
<b>Tasks</b>	Plan and host two alternate dates for 2017 Hazwoper training sessions for county staff.
<b>2017 Outcomes</b>	The SWMCB will ensure that hazardous waste regulatory staff in SWMCB member counties are trained and properly certified.

<b>Budget Detail for Program</b>	
Hazwoper Training Event Expenses, including instructor	\$7,000
<i>Continue to offer an annual hazardous waste training session to keep current county staff's certifications; funding is available to cover expenses related to the event (held at two different times typically in October) and includes instructor and any associated training materials for attendees. Non-SWMCB members are welcome at \$85/person.</i>	

## Identification of Regional Issues related to Non-MSW

Policy staff will work with MPCA to establish baseline data for non-MSW management options and identify regional opportunities for consistency and efficiencies.

<b>Stakeholders</b>	SWMCB & Member Counties
<b>Tasks</b>	<p>Support the MPCA's effort in improving data on non-MSW and in identifying reuse and recycling opportunities for non-MSW.</p> <p>Convene meetings with targeted county staff to work on non-MSW Policy Plan issues to provide guidance to individual counties' master plans.</p> <p>Host a Pre Demo workshop to share Pre Demo management best practices.</p>

<b>2017 Outcomes</b>	<p>Working with MPCA and other stakeholders, improve non-MSW data to establish a baseline and identify reuse and recycling opportunities.</p> <p>Report on current management practices for non-MSW.</p> <p>Identify regional opportunities for greater consistency and efficiencies in managing non-MSW in the region.</p> <p>Share Pre Demo best practices in a workshop for counties.</p>
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### **SWMCB Transition Planning**

Policy staff will lead SWMCB transition planning working closely with the Executive Committee and Board.

<b>Stakeholders</b>	SWMCB & Member Counties
<b>Tasks</b>	<p>Policy staff will lead the implementation of a regional transition planning and evaluation process.</p> <p>Regional priorities that will benefit from coordination will be identified.</p> <p>Consensus will be sought in how to address priorities for SWMCB and its members to undertake regionally or sub regionally.</p>
<b>2017 Outcomes</b>	SWMCB will actively participate in transition planning and provide guidance for any changes to SWMCB's structure and roles and responsibilities.

### **2017 Regional Coordination**

Based upon the results of transition planning, Policy Staff will work with the Policy and Management Services contractor to coordinate any changes needed to the joint powers agreement and future work plans and budgets. Regular coordination of 2017 Work Plan activities will continue during the transition plan development.

<b>Stakeholders</b>	SWMCB, Member Counties & MPCA
<b>Tasks</b>	Using information from transition planning in 2016 and 2017, develop, as appropriate, a 2018 SWMCB Work Plan and Budget.

	<p>Changes needed, if any, to the joint powers agreement will be developed and agreed to by the SWMCB prior to seeking individual county board action.</p> <p>Identify solid waste issue areas of highest priority and develop outcomes for all 2018 work plan tasks.</p> <p>Members will share regularly as they develop their individual county's master plan to assure appropriate regional consistency.</p> <p>Attend MPCA's annual workshop related to solid waste management issues and program progress.</p> <p>Promote other regional coordination needs to realize efficiencies and consistency with individual county plans.</p>
<p><b>2017 Outcomes</b></p>	<p>Pending transition planning decisions, necessary 2018 work plans and budgets will be prepared, as well as an amended Joint Powers Agreement.</p> <p>Attendance at MPCA annual workshop.</p> <p>Where appropriate, regional consistency within individual county master plans will be realized.</p>

### General Contract & Legal Services

Provide special legal services needed to further the work of SWMCB.

<p><b>Stakeholders</b></p>	<p>SWMCB &amp; Member Counties</p>
<p><b>Tasks</b></p>	<p><u>Outside Counsel:</u></p> <p>Provide legal guidance related to intellectual property matters</p> <p>To the extent the budget allows, provide legal advice, as needed, on legal matters surrounding such issues as the implementation of Minn. Statutes Section 473.848 and SWMCB's comments for Certificate of Need for additional landfilling or other rulemaking.</p> <p><u>County Member Counsel:</u></p> <p>Per SWMCB's direction, prepare amendments to SWMCB's Joint Powers Agreement.</p> <p>Provide SWMCB contract reviews and general joint powers board advice on an as needed basis.</p>

<b>2017 Outcomes</b>	<p>Assure proper maintenance of SWMCB’s intellectual property rights.</p> <p>Advise on SWMCB’s joint power agreement and legal issues.</p> <p>Provide legal advice on an “as needed” basis on issues as directed by the Executive Committee.</p> <p>Provide review of SWMCB contracts.</p>
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<b>Budget Detail for Program</b>	
<i>Stoel Rives</i>	<i>\$10,000</i>
<i>Anoka County Attorney</i>	<i>\$10,000</i>

### **III. Communications and Outreach**

The SWMCB will advance partnerships and awareness of solid waste management initiatives through regionally coordinated communications and outreach efforts.

<b>Communications and Outreach 2017 Budget: \$138,900</b>	
<b><i>Communications and Outreach Budget Analysis</i></b>	
<i>Gorton’s Studios</i>	<i>\$25,000</i>
<i>Richardson, Richter &amp; Associates, Inc.</i>	<i>\$73,900</i>
<i>Jill Brown and Jeff Dehler</i>	<i>\$30,000</i>
<i>SWMCB General Overhead Expenses</i>	<i>\$10,000</i>

**General Budget Note for Communications and Outreach**

*The Communications and Outreach 2017 total budget includes toolkit website content development and other social media efforts, regional messages, and partnership programs.*

*The Policy and Management Services contractor will coordinate, manage and oversee all communications activities.*

*The Website Services contractor will provide web management and technical services necessary to maintain and update RethinkRecycling.com and other website and social media communications needs.*

*The Communications Assistant Services contractor will provide communications writing, research and development services for website editing and updates, analytics, and communications resource development.*

*The Communications and Outreach Overhead expenses includes:*

- *General communications program expenses that covers website hosting fees, news clipping services, printing and development of tool kits, social media, etc.*

**Communications: Maintain Website Information and Resources**

Continue using RethinkRecycling.com as a primary communications tool.

<b>Stakeholders</b>	SWMCB, Member Counties & Other Solid Waste Stakeholders
<b>Tasks</b>	<p>Maintain RethinkRecycling.com.</p> <p>Track usage of website and Signmaker, and prepare the 2016 annual website analytics.</p> <p>Manage website domain registration and website hosting services.</p> <p>Evaluate future website technology needs with Gorton Studios, and with their assistance, prepare RFP for successor.</p>
<b>2017 Outcomes</b>	<p>The SWMCB will maintain <a href="http://www.rethinkrecycling.com">www.rethinkrecycling.com</a> and use it and other social media to disseminate current solid waste information to the region.</p> <p>The SWMCB will keep analytics on website and Signmaker use.</p>

	Future website use will be evaluated and a new vendor sought for services needed.
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## **Communications: Develop and Disseminate Consistent Regional Messages**

Create communication pieces to drive web traffic to website

<b>Stakeholders</b>	SWMCB, Member Counties & other Solid Waste Stakeholders
<b>Tasks</b>	<p>Based upon strategic planning efforts, commence implementation of changes, if any, to SWMCB's regional communications role.</p> <p>Provide a communications planning matrix of topics for 2017 that support the SWMCB's high-priority topics and use social media to reach partners and other stakeholders. Propose 2018 topics.</p> <p>Continue Signmaker and evaluate analytics related to use.</p> <p>Continue distribution of the multi-lingual "Know What To Throw" guide.</p> <p>Use monthly Facebook advertising to highlight relevant web content based on a 2017 topics calendar.</p> <p>Evaluate use of the resource library by counties; track partner requests for use of content.</p> <p>Evaluate and agree to a methodology for greater coordination of individual counties' communications efforts to maximize regional consistency in messaging.</p> <p>Determine a process for better coordination of communications activities with the Association of Recycling Managers, Recycling Association of Minnesota, and the Minnesota Pollution Control Agency.</p>

<b>2017 Outcomes</b>	<p>SWMCB will utilize social media (including monthly Facebook advertising) for its 2017 communications matrix distribution.</p> <p>SWMCB will continue to rely on annual analytics in evaluating various regional communication strategies.</p>
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	<p>SWMCB will evaluate use of the resource library as a mechanism for counties to share information and resources.</p> <p>SWMCB will coordinate communications with key partners, as identified, and avoid unnecessary duplication in developing assets otherwise available for use.</p> <p>SWMCB will systematically identify potential coordination opportunities of individual counties' communication efforts to ensure more regional consistency with messaging.</p>
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## Regionally Focused Communications

Create or maintain existing regional resources that offer efficiencies to member counties' communications efforts and assure regional consistency of information.

<b>Stakeholders</b>	SWMCB, Member Counties & other Solid Waste Stakeholders
<b>Tasks</b>	<p>Develop a regional toolkit using existing county resources for schools' end of year "ReUse Clean Out Day."</p> <p>Develop or refine web content for Green Events, including residential and public sector content.</p> <p>Update, as necessary, organics content for businesses and residents on <a href="http://www.rethinkrecycling.com">www.rethink recycling.com</a>.</p> <p>Ensure addition of food waste hierarchy (focusing increased attention on reducing food waste and food rescue by linking to existing resources.)</p> <p>Add content to <a href="http://www.rethinkrecycling.com">www.rethinkrecycling.com</a> regarding removing oneself from junk mail lists.</p> <p>Based upon various organic programming by cities, counties, and haulers, consider earlier recommended standardized terminology choices and adjust, as needed.</p> <p>Focus work on organics in the commercial sector and multi-cultural needs.</p>
<b>2017 Outcomes</b>	<p>SWMCB will create a regional toolkit for schools' "Reuse Clean Out Day."</p> <p>SWMCB will provide green events content for use by all counties utilizing existing individual county resources, whenever possible, and incorporating information gathered from a fall 2016 workshop.</p>

	<p>SWMCB will refine standards for facility listings and, if necessary, recommend a new mapping function.</p> <p>SWMCB will determine a process for identifying coordination opportunities among counties on communications efforts.</p>
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#### **IV. Legislative Advocacy, for 2017 Legislative Initiatives and Intergovernmental Relations**

The SWMCB will work with various stakeholders including the governor, Legislature and state agencies to advance its 2017 legislative principles for the Region and take the lead on legislation focused on increasing funding for recyclers, measuring landfill abatement and full utilization to processing facilities, addressing waste toxicity reduction through product stewardship and supporting recycling market development.

Throughout the 2017 session, the SWMCB will evaluate needed legislative changes and provide intergovernmental relations work needed.

<b>Legislative Advocacy, for 2017 Legislative Initiatives and Intergovernmental Relations 2017 Budget: \$ 88,000</b>	
<b><i>Legislative Advocacy &amp; Intergovernmental Relations Budget Analysis</i></b>	
<i>Vanasek Consulting with Capitol Hill Associates</i>	\$58,500
<i>Richardson, Richter &amp; Associates, Inc.</i>	\$29,500

#### **Develop and Advance SWMCB Legislative Initiatives**

Develop and implement strategies for achieving the necessary legislative changes to implement 2017 SWMCB Legislative Principles. Analyze changes in the Solid Waste Management Act that would be required to implement SWMCB's policy initiatives.

<b>Stakeholders</b>	SWMCB, Member Counties, Governor, Legislature, MPCA & Other Waste Stakeholders
<b>Tasks</b>	Address 2017 legislative issues and refine 2017 legislative principles as the session progresses.

	<p>Research and provide testimony on legislative initiatives and provide technical information in support of the SWMCB legislative principles.</p> <p>Introduce and/or support legislation that advances the SWMCB legislative principles.</p> <p>Provide strategies to address SWMCB’s legislative initiatives.</p>
<b>2017 Outcomes</b>	<p>The SWMCB will promote its 2017 legislative principles.</p> <p>The SWMCB will receive regular legislative updates from its lobbyists.</p> <p>SWMCB members will be briefed throughout the legislative session so that they are prepared to discuss current waste issues and SWMCB policy priorities with other local government officials, legislators, the administration and the MPCA.</p> <p>The SWMCB will testify during legislative hearings and/or participate in conversations with the administration regarding waste issues that impact the Region, when appropriate.</p> <p>The SWMCB will monitor legislative and MPCA initiatives and provide input on issues that impact the Region.</p>

### **2017-2018 Policy Development Focus**

Create opportunities for SWMCB members, Legislators, staff and SWMCB industry partners to collaborate on solid waste policy initiatives and raise awareness about improved solid waste management practices.

<b>Stakeholders</b>	SWMCB, Member Counties, Governor, MPCA, Industry Representatives
<b>Tasks</b>	<p>SWMCB will identify and address policy issues raised by key policy focuses of 2017 Legislation.</p> <p>SWMCB will coordinate plans, as needed, for the 2018 legislative session and principles.</p> <p>Lobbyists will participate in policy staff, Executive, and Board meetings.</p> <p>Policy staff and lobbyists will monitor for consistency State policies being considered by the Legislative Energy</p>

	<p>Commission, Dept. of Commerce, MPCA and DEED related to renewable energy and biofuels and the role of MSW.</p> <p>SWMCB will look for opportunities to more effectively integrate solid waste policy with the State’s energy, environmental and economic development issues.</p> <p>SWMCB will meet twice a year with MPCA leadership to address policy development and to further State-Region collaboration.</p>
<p><b>2017 Outcomes</b></p>	<p>The SWMCB will develop, as needed, draft legislation and identify key authors prior to the 2018 session on policy issues it wishes to advance.</p> <p>SWMCB leadership will meet with MPCA leadership on a semi-annual basis to discuss policy and funding issues that impact the Region.</p> <p>Lobbyists will assist with identifying opportunities to integrate solid waste planning with state policies on energy, the environment, and economic development.</p> <p>The SWMCB will adopt 2018 legislative principles.</p>

**V. Data Collection, Research and Planning Work Plan Initiatives**

**Data Collection:**

The SWMCB will support data gathering and transition of SCORE data reporting to MPCA’s new ReTRAC Reconnect system.

The SWMCB will evaluate county solid waste data needs outside of MPCA’s new ReTRAC system and analyze upgrade and joint data collection options to address those needs.

**Research and Planning:**

SWMCB will commission research or seek technical assistance from Emerge, to inform policy recommendations to further the development of high-priority work plan initiatives for 2017 which may include the purchase of data collection software to be shared by all member counties.

## Data Collection, Research and Planning Work Plan Initiatives 2017 Budget: \$185,000

### *Data Collection, Technical Assistance, and High Priority Research*

<i>Emerge Database Management</i>	<i>\$19,500</i>
<i>Richardson, Richter &amp; Associates, Inc</i>	<i>\$16,500</i>
<i>SWMCB High Priority Research and Planning</i>	<i>\$149,000</i>

### **Collect Regional Solid Waste Data**

Collect and analyze regional data through the use of the existing SWMCB electronic database. Participate in state SCORE data collection.

<b>Stakeholders</b>	SWMCB, Member Counties & MPCA
<b>Tasks</b>	<p>Support the use of the long form by haulers for reporting to MPCA on ReTRAC Reconnect and continue to streamline data collection and work to avoid redundancy.</p> <p>Finalize evaluation of SWMCB member data needs by evaluating ReTRAC ReConnect and other similar systems.</p> <p>Manage member counties' procurement needs for a ReTRAC ReConnect subscription and EmERGE Database Management, or similar system, as needed.</p>
<b>2017 Outcomes</b>	<p>Staff from SWMCB member counties will continue to streamline data needs and avoid redundancy.</p> <p>The SWMCB will evaluate the continued need for a separate ReTRAC system following an evaluation of ReTRAC ReConnect and similar systems and manage the procurement of preferred systems to share with its members.</p>

### **Budget Detail for Program**

Richardson, Richter & Associates, Inc.	\$8,500
Emerge Database Management	\$19,500
<i>The Policy and Management Services contractor will coordinate SWMCB efforts related to data collection and evaluation of data needs and technology options available for counties to share.</i>	

*Emerge Knowledge Design will manage data within the ReTRAC system with SWMCB member counties providing oversight to ensure that data remains up-to-date and is available for regional measurement and accountability purposes (\$12,000 subscription). Emerge will provide technical assistance on an hourly, as needed, basis for evaluating ReTRAC ReConnect for development of data systems by member counties(\$7500).*

**Commission Research for Work Plan Initiatives or Fund Implementation of Next Steps from Research Completed.**

SWMCB will commission research to inform policy recommendations to further the development of high-priority work plan initiatives.

<b>Stakeholders</b>	SWMCB, Member Counties & MPCA
<b>Tasks</b>	Based upon separate Board action following the identification of scopes of service and budget, research needs to support SWMCB’s 2017 Work Plan will be considered for funding, including but not limited to: <ul style="list-style-type: none"> <li>• Consultant assistance for organic transfer station research.</li> <li>• Transition planning support</li> <li>• Regional programming and best practices</li> <li>• Recyclable commodity market trends</li> <li>• Data sharing software acquisition</li> <li>• Support for enforcement of 473.848</li> </ul>
<b>2017 Outcomes</b>	Research will support the 2017 work plan and desired outcomes.  <b>Decisions on budgets and work scopes require Board action.</b>

<b>Budget Detail for Research</b>	
Richardson, Richter & Associates, Inc.	\$8,000
Research: TBD	\$149,000
<i>A needed, SWMCB will procure research and planning services to achieve 2017 Work Plan outcomes. Any funding for specific research or planning initiatives will be contingent upon SWMCB approval. RRA will be responsible for developing any procurement services needed for research contractors, including contract development.</i>	

**VI. General Administration**

The SWMCB, Executive Committee, and its member county staffs will meet regularly and procure the administrative contracts necessary to achieve the regional outcomes articulated in the annual Work Plan.

**General Administration 2017 Budget:  
\$160,000**

**Financial and Contract Management, Board & Committee Administration, 2018  
Vendor Procurement and Work Plan Developments indicated by the Board**

<i>Richardson, Richter &amp; Associates, Inc.</i>	\$125,000
<i>Dakota County Financial/ Risk Management</i>	\$20,000
<i>General Administrative Overhead Expenses</i>	\$15,000

**SWMCB Vendor Procurement Services**

Pending transition decision planning by SWMCB, develop RFPs, coordinate procurement and evaluation processes for needed SWMCB support services; negotiate contracts, if required.

<b>Stakeholders</b>	SWMCB & Member Counties
<b>Tasks</b>	<p>Following SWMCB direction from the transition planning process, prepare scope of services and necessary RFPs or other procurement documents for SWMCB vendor support services needed in 2018.</p> <p>Coordinate RFP processes for evaluation and recommendation of vendors.</p> <p>Following Board approval of selected vendors, negotiate contracts for 2018.</p> <p>Coordinate SWMCB legal review of vendor contracts.</p>
<b>2017 Outcomes</b>	<p>Procure, evaluate, recommend and select vendors for support services needed by SWMCB in 2018.</p> <p>Contract with vendors to perform 2018 Work Plan consistent with the 2018 budget.</p>

**Financial Management and 2017 SWMCB Contract Management Needs**

Manage overall financial and contractor management issues for the SWMCB.

<b>Stakeholders</b>	SWMCB and member counties
<b>Tasks</b>	

	<p>Manage SWMCB's accounting system (i.e. review invoices, forward invoices for approval and processing, coordinate receipt of payments, and prepare purchase orders).</p> <p>Manage all SWMCB contractors and review invoices; procure additional research vendor services and coordinate contract development and legal reviews by the Anoka County Attorney's office.</p> <p>Manage financial reporting requirements and prepare financial reports for SWMCB.</p> <p>Prepare technical and other budget amendments, as needed.</p> <p>Provide overall financial management and reporting services for SWMCB, and coordinate with Dakota County, the SWMCB financial agent, to retain and disburse all funds on behalf of the SWMCB.</p> <p>Track trademark issues and manage necessary legal responses.</p> <p>Prepare 2017 Work Plan and Budget amendments, as needed.</p> <p>Effectuate timely transition of all work records and SWMCB financial information as of December 31, 2017.</p>
<p><b>2017 Outcomes</b></p>	<p>All invoices and other financial issues related to the operation of the SWMCB will be managed.</p> <p>The budget and any related budget amendments to ensure that the 2017 Work Plan is implemented as completely as possible will be managed.</p> <p>Budget and policy documents that transparently depict regional waste policy and research efforts will be produced</p> <p>Work files, records and financial documentation required to be retained will be transferred pursuant to SWMCB direction by year end.</p>

<b>Budget Detail for Vender Procurement and Financial Management.</b>	
Richardson, Richter & Associates, Inc.	\$45,000
Financial Management/Risk Management/Program Support (Dakota)	\$20,000

*The Policy and Management Services contractor will oversee all financial management and contract implementation activities for the SWMCB per the tasks and outcomes listed above. Dakota County will manage SWMCB's finances and pay invoices as well as provide risk management review of SWMCB contract vendors.*

### **Board & Committee General Administration**

Convene Board, Executive Committee, Policy Staff, and subcommittee meetings to develop policy and perform the functions of the the SWMCB; prepare meeting agendas and support documentation and presentations, provide minutes; Communicate SWMCB activities to members, staff, and other interested parties.

<b>Stakeholders</b>	SWMCB
<b>Tasks</b>	<p>Convene up to six Board meetings.</p> <p>Convene up to eight Executive Committee meetings.</p> <p>Convene monthly Policy Staff meetings.</p> <p>Convene subcommittee meetings required by the 2017 Work Plan.</p> <p>Purchase supplies and manage printing, postage, and meeting expenses.</p> <p>Manage and post SWMCB official documents</p> <p>Provide timely responses to waste stakeholders with questions for the SWMCB or refer questions to member counties, as appropriate.</p>
<b>2017 Outcomes</b>	<p>The SWMCB will meet up to six times as set by the Board or at the call of the chair throughout the year.</p> <p>The SWMCB Executive Committee will meet up to eight times throughout the year.</p> <p>SWMCB policy staff will meet on a monthly basis throughout the year.</p> <p>SWMCB subcommittees will meet on an "as needed" basis.</p> <p>The SWMCB will regularly provide policy, financial and planning information to the public through SWMCB communications tools.</p>

	The SWMCB will enhance relationships with waste stakeholders through timely responses to inquiries.
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<b>Budget Detail for Program</b>	
Richardson, Richter & Associates, Inc.	\$80,000
Administrative Overhead Expenses	\$15,000
<p><i>The Policy and Management Services contractor will provide Board, Executive Committee and staff committee administration activities for the SWMCB per the tasks and outcomes of this Work Plan; the contractor will also assume administrative responsibilities associated with all SWMCB work plan initiatives as indicated throughout this Work Plan.</i></p> <p><i>General Administration Overhead Expenses cover costs associated with the operation of the SWMCB that includes meeting expenses, member per diems, printing, etc.</i></p>	