



# San Luis Obispo County Integrated Waste Management Authority FINAL DRAFT - SB 1383 Action Plan







**California SB 1383 regulations  
are driving new organics diversion programs.**

Increased reduction in organics landfill disposal is required by California’s SB 1383 regulations to reduce methane gas emissions and long-term impacts of climate change. SB 1383 requires all jurisdictions to increase organics diversion through expanded organics programs and policies and new efforts. This Action Plan presents SLO IWMA’s approach to compliance.

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# Executive Summary



## EXECUTIVE SUMMARY

The San Luis Obispo County Integrated Waste Management Authority (“SLO IWMA” or “IWMA”) Board of Directors unanimously adopted the organization’s first strategic plan on January 14, 2021. That strategic plan is designed to guide the organization through 2025 and is focused heavily on supporting residents, businesses, and local governments throughout the IWMA Region to implement the significant new requirements of SB 1383 – the most significant legislative change to waste and recycling programming in California in over thirty years. The plan: highlights the IWMA’s mission, vision, and values; details the strategic objectives for the IWMA through 2025; and, provides individual action plans for each strategic plan element that describe the activities that will need to be performed to achieve the objectives of the plan.



**MISSION:** *The mission of the IWMA is to provide coordinated efforts to comply with state waste and recycling policy on behalf of member agencies through practical, cost-effective programs, education, and technical support.* This mission reflects the value that the Board and member communities see in the ability of the IWMA to provide economies of scale and to have consistency across the IWMA Region. It focuses the resources of the organization on state mandates related to waste and recycling and responds with practical and supportive efforts like programming, education, and assistance, to avoid enforcement.

**VISION for 2025:** *The IWMA will make continuous progress towards reducing waste in San Luis Obispo County.* This vision of the IWMA for 2025 is both aspirational and practical. It aspires to continue, beyond the minimum requirements of the law, to take actions in the IWMA Region to reduce waste and its negative impacts. At the same time, the IWMA’s vision is practical in that the Board specifically rejected the idea of a numerical target, instead preferring a model that focuses on incremental learning and development.

**VALUES:** The decisions of the IWMA Board of Directors, staff, and contractors will be guided by the following values as they perform their respective roles.

- ***Community Education:*** The IWMA values engaging the community in waste reduction and recycling efforts and prioritizes education over enforcement.
- ***Stewardship:*** The IWMA values the responsible planning and management of its economic resources as well as the environmental resources that the IWMA’s programs are designed to protect.
- ***Cost-Effectiveness:*** The IWMA values delivering its programs, education, and technical support in a manner that leverages regional economies of scale and consistency.
- ***Transparency:*** The IWMA values conducting its business in a manner that is open and responsive to the public’s interest in the organization’s governance, management, finances, and operations.
- ***Professionalism:*** The IWMA values conducting the work of the organization and interacting with stakeholders with a high degree of respect, responsiveness, technical competence, and integrity.



**STRATEGIC PLAN OBJECTIVES:** The strategic plan elements described in the following action plans are designed to accomplish the following five objectives:

1. Provide cost-effective implementation of SB 1383 through practical use of combined resources.
2. Provide consistent community education on waste reduction and recycling throughout the IWMA Region.
3. Serve as a technical resource for member agencies and industry on waste reduction and recycling issues, including supporting innovation and economic development in recycling.
4. Develop the IWMA organization through systems, processes, staff, and board development and modernize the governance structure to match the new organization.
5. Revise the Joint Powers Agreement to support the strategic plan objectives adopted by the Board.

**The below table summarizes the tasks to be completed for each of the objectives of the strategic plan.**

| Objective 1:<br>Implementation<br>of SB 1383 | Objective 2:<br>IWMA Region<br>Education | Objective 3:<br>Technical<br>Resource on<br>Industry | Objective 4:<br>Fully Developed<br>IWMA | Objective 5:<br>Revise JPA           |
|----------------------------------------------|------------------------------------------|------------------------------------------------------|-----------------------------------------|--------------------------------------|
| 1.1 Franchise                                | 2.1 General Public Information           | 3.1 Local Task Force (Technical Advisory Committee)  | 4.1 Systems                             | 5.1 Update JPA Documents             |
| 1.2 Policy                                   | 2.2 Target Outreach to Businesses/MFD    | 3.2 Industry Working Group                           | 4.2 Organizational Awareness            | 5.2 Update Exec Committee Bylaws     |
| 1.3 Contamination Monitoring                 | 2.3 Youth Classroom Education            | 3.3 Recycling Industry Economic Development          | 4.3 On-Boarding Manual                  | 5.3 Update IWMA Rules & Procedures   |
| 1.4 Edible Food Recovery                     | 2.4 Facility Tours                       | 3.4 Franchise Management                             | 4.4 Recruiting Strategy                 | 5.4 Update MOA's (Special Districts) |
| 1.5 Procurement                              |                                          | 3.5 Research & Development                           | 4.5 Training/Industry Certifications    |                                      |
| 1.6 Education                                |                                          |                                                      | 4.6 Internship Program                  |                                      |
| 1.7 Recordkeeping & Reporting                |                                          |                                                      |                                         |                                      |
| 1.8 Monitoring & Enforcement                 |                                          |                                                      |                                         |                                      |

**RECENT DEVELOPMENTS:** The IWMA received official notice of the Unincorporated County’s withdrawal from the IWMA on October 15, 2021, effective November 15, 2021. On November 23, 2021 the IWMA Board approved a Memorandum of Understanding (“MOU”) between the Unincorporated County and the IWMA for the IWMA to provide reimbursable services to the Unincorporated County related to household hazardous waste collection, as well as school education programs through the remainder of the 2021-2022 school year. This Plan anticipates that while the IWMA and Unincorporated County will continue to coordinate as appropriate, and the IWMA and Unincorporated County’s partnership will continue to evolve, the Unincorporated County will not rejoin the IWMA.

The IWMA, its Member Agencies, solid waste service providers, and the general public continue to face challenges caused by COVID-19 that impact the strategic objectives of the IWMA, including but not limited to restrictions on in-person interactions, staffing disruptions, and a shifting landscape regarding the types of organic materials frequently



discarded, as well as the proportion of organic materials discarded in the commercial versus residential sector. The IWMA will continue to adapt to trends created by COVID-19 and other external factors.

**FISCAL IMPACT:** This plan is estimated to increase the annual operating costs of the IWMA by approximately \$1,190,000 per year, including adding 3 additional full-time equivalent staff. These costs are primarily related to the implementation of Objective 1, due to SB 1383. All other strategic plan elements are designed to leverage off existing resources, or resources that will be required, because of SB 1383. While this includes many out-of-pocket costs like designing, producing, and distributing various educational materials, the largest cost is labor-related. The significant factors influencing the range are related to staffing and decisions about hiring or contracting certain functions. The plan specifically identifies the following key positions that the IWMA or member agencies will either need to hire or contract for.

- SB 1383 Program Manager (early 2021) – Responsible for managing all projects and staff associated with the IWMA’s implementation of SB 1383.
- Management Analyst (mid 2021) – Responsible for implementing monitoring, recordkeeping, and reporting systems required by state law (HHW, AB 939, SB 1383, AB 901, etc.) and to track IWMA revenues from haulers and facilities. This should be a full-time employee.
- Program Coordinator (mid 2021) – Responsible for supporting existing (HHW, education, outreach) and new (SB 1383) programs. This could be an employee, contract, or intern position but likely requires ~40 hours per week.

**FUNDING:** In order to fund the new and ongoing expenses described in this Plan, the IWMA will need to increase revenues. This requires modification to one or more of the existing fees collected by the IWMA, as detailed in the IWMA’s recent audit, draft reserve policy, and fee recommendations. IWMA financial staff should closely monitor the IWMA’s actual experience with cost increases and revenue changes as these fee changes and the strategic plan are implemented, and adjust course accordingly.







# Action Plans



**SLO IWMA**  
**FINAL DRAFT ACTION PLAN: Objective 1**  
**IWMA Region Community Education**  
 2020 – 2025

OBJECTIVE 1: IMPLEMENTATION OF SB 1383



Executive Summary

It is important to note that in order to effectively implement the requirements of SB 1383 beginning January 1, 2022, SLO IWMA must start many of the action items in this Objective 1 as soon as possible. It is also necessary for SLO IWMA to work with numerous parties for the purpose of providing cost-effective and efficient implementation of SB 1383 through practical use of combined resources. Such combined efforts that must take priority include franchise amendments, policy development, regionwide education (edible food recovery, contamination monitoring, record keeping and reporting). The remaining actions may be started later in the year.

Implementation Plan

| Action Item |                                 | Collaborators                                                                                 | Linked Objectives |
|-------------|---------------------------------|-----------------------------------------------------------------------------------------------|-------------------|
| 1.1         | <b>Franchise</b>                | Member Agencies, Haulers, Third Party Consultant                                              | 1.2               |
| 1.2         | <b>Policy</b>                   | Member Agencies, Haulers, Third Party Consultant                                              | 1.1               |
| 1.3         | <b>Contamination Monitoring</b> | Member Agencies, Third Party Contamination Monitor, Third Party Education Contractor, Haulers | 1.2, 1.7, 1.8     |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

| Action Item |                            | Collaborators                                                                                                        | Linked Objectives  |
|-------------|----------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------|
| 1.4         | Edible Food Recovery       | Member Agencies, Food Recovery Organizations, Edible Food Generators, SLO County, County Health Departments, Haulers | 1.6, 1.7, 1.8      |
| 1.5         | Procurement                | Member Agencies, Haulers, Recyclist, CalRecycle, CNG Provider                                                        | 1.1, 1.2, 1.7      |
| 1.6         | Education                  | Member Agencies, Third Party Education Contractor                                                                    | 2                  |
| 1.7         | Record Keeping & Reporting | Haulers, Member Agencies, Local Organizations, Recyclist                                                             | 1.1                |
| 1.8         | Monitoring                 | Member Agencies                                                                                                      | 1.2, 1.4, 1.8, 4.4 |

### Original Implementation Schedule\*

| Objective 1:<br>Implementation of SB 1383 | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|-------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                           | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 1.1 Franchise                             |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 1.2 Policy                                |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 1.3 Contamination Monitoring              |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 1.4 Edible Food Recovery                  |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 1.5 Procurement                           |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 1.6 Education                             |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 1.7 Recordkeeping & Reporting             |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 1.8 Monitoring & Enforcement              |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                   |
|--------------------------|
| Planning                 |
| Development              |
| Negotiation/Stakeholding |
| Approval                 |
| Implementation           |
| Ongoing Operation        |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

#### 1.1: Project Summary – Franchise

SLO IWMA, with the support of Public Works and Legal Counsel of each Member Agency, is to adapt CalRecycle’s Model SB 1383 Franchise Agreement for each Member Agency. These adaptations will bring each Franchise Agreement into compliance with the requirements of SB 1383 and delegate certain jurisdictional responsibilities to Franchise Haulers. Franchise Agreements must be updated for transitional tasks, such as equipment ordering and Customer outreach.

| TIPS                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>Develop Mandatory Recycling and Organics Ordinance (1.2) concurrently with Franchise Agreements to ensure consistency of hauler requirements.</li></ul> |

Key changes to be addressed in the Franchise Agreement amendments for SB 1383 compliance include:

- Accommodate the collection of all organics, which includes green waste and food waste, and recyclable materials; include language that describes the exact processing expectations for each waste type.
- Expand complaint resolution requirements to align with SB 1383 requirements, primarily enhanced reporting procedures and tracking of complaints, from receipt up until resolution.
- Include support of third-party contamination monitoring.
- Expand reporting requirements.
- Expand education requirements. This will allow IWMA to leverage the hauler’s interactions with their customers while minimizing strain of IWMA resources. A coordinated effort with third party educator would create a unified message to generators and ultimately a more effective education and outreach campaign.
- Support or delegation of Member Agency organic waste procurement targets.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                                                                                                                            | Collaborators                                   | Linked Objectives |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------|
| 1.1.1 | <b>Convert State Model Franchise into Amendments:</b> Revise the CalRecycle Model Franchise Agreement into the format of an amendment that reflects the local approach to SB 1383 implementation identified in the SB 1383 action plans. This includes revising the model definitions to match local terminology, where appropriate, and will include all operative text that needs to be negotiated with each hauler. | Third Party Consultant                          | N/A               |
| 1.1.2 | <b>Receive Input from Franchising Agencies:</b> Meet with member agency staff (including legal) to review and discuss the terms of the proposed amendments. Compile the comments received from the group, including proposed resolution of key issues.                                                                                                                                                                 | Member Agencies, Hauler, Third Party Consultant | N/A               |
| 1.1.3 | <b>Modify Agreement to Reflect Member Agency Input:</b> Based on the input of the member agencies, revise the draft amendment language and prepare that language for negotiation with service providers.                                                                                                                                                                                                               | Member Agencies, Third Party Consultant         | 1.2               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

| Action Item |                                                                                                                                                                                                                                                            | Collaborators                                                  | Linked Objectives |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-------------------|
| 1.1.4       | <b>Negotiate Amendments:</b> Negotiate the amendments with the haulers simultaneously over the same terms to achieve consistency. These negotiations are not intended to include the negotiation of rates, which are unique to each agency.                | Member Agencies, Third Party Consultant, Haulers               | 1.2               |
| 1.1.5       | <b>Support Local Counsel in Final Agreement Preparation:</b> Respond to questions or issues that arise from member agency legal counsels during their review of the draft amendment or as they are compiling the final documents for their elected bodies. | City Attorney Offices, Member Agencies, Third Party Consultant | N/A               |
| 1.1.6       | <b>Support Member Agency Presentation of Amendments to Elected Bodies:</b> Prepare a presentation template that can be adapted by each of the franchising agencies’ staffs to present at City Council and/or Board of Directors meetings.                  | Member Agencies, Third Party Consultant                        | N/A               |

#### Original Implementation Schedule\*

| Objective 1:<br>Implementation of SB 1383 | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |
|-------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|--|--|--|--|--|--|--|--|
|                                           | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |  |  |  |  |  |  |  |  |
|                                           | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 1.1 Franchise                             |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |

| Objective 1:<br>Implementation of SB 1383 | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|-------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                           | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
|                                           | 1    | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1    | 2 | 3 | 4 |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 1.1 Franchise                             |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                   |
|--------------------------|
| Planning                 |
| Development              |
| Negotiation/Stakeholding |
| Approval                 |
| Implementation           |
| Ongoing Operation        |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



#### 1.2: Project Summary – Policy

SLO IWMA, with the support of the Public Works department and Legal Counsel of each Member Agency, is to adapt CalRecycle’s Model SB 1383 Ordinance and Procurement policy to create a model ordinance and model procurement policy that addresses the requirements of SB 1383. These model documents can then be adapted by each member agency into their municipal code.

#### TIPS

- Develop Mandatory Recycling and Organics Ordinance concurrently with Franchise Agreements (1.1) to ensure consistency of hauler requirements.

Key requirements to be addressed in the Ordinance include:

- Hauler collection requirements such as 3 stream containers and transportation to correct facility.
- Self-hauler requirements such as source separation of organic waste, hauling to recovery facility, and recordkeeping of delivery receipts, weight tickets, and material tonnage.
- Commercial Edible Food Generators (Tier 1 & Tier 2) required arrangements, contracts, and recordkeeping surrounding edible food recovery.
- Food recovery organizations required recordkeeping requirements surrounding edible food recovery.
- Inspections and investigations protocols, including definitions of prohibited container contaminants and the right of the IWMA or its designee to perform route inspections for contaminants.
- Assisting member agencies in developing enforcement protocols, including the responsibility, process, education timeline and penalty amounts for noncompliance.
- Compliance with CALGreen and the Model Water Efficient Landscape Ordinance (MWELo).

The CalRecycle Model Ordinance will also be leveraged to create template policies for Member Agencies surrounding organic waste procurement, including recycled paper content. IWMA is to also develop a model Environmental Purchasing Policy that follows the requirements of the ordinance to the extent applicable for each member agency, and assist each member agency in adopting their Policy.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Collaborators                                                  | Linked Objectives |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-------------------|
| 1.2.1 | <b>Convert State Model Policy into Local Model:</b> Determine which SB 1383 related policies will be adopted by each member agency. And create a model policy to use for guidance of member agencies. Within those subgroupings, it may be necessary to further segment the documents (e.g. mandatory recycling/organics, edible food, purchasing, building issues). Each agency’s legal counsel will need to map the specific sections of each member agency’s municipal code. | Third Party Consultant                                         | N/A               |
| 1.2.2 | <b>Receive Input from Member Agencies:</b> Once draft policy documents have been prepared, meet with Member Agency staff (including legal) to review and discuss the terms of the proposed policies. Compile comments received from the group, including proposed resolution of key issues.                                                                                                                                                                                     | Member Agencies, City Attorney Offices, Third Party Consultant | N/A               |
| 1.2.3 | <b>Modify Policies to Reflect Member Agency Input:</b> Based on the input of the member agencies, revise the policy language and prepare the documents for distribution to each Member Agency that needs to adopt them.                                                                                                                                                                                                                                                         | Member Agencies, Third Party Consultant                        | 1.1               |
| 1.2.4 | <b>Support Local Counsel in Final Policy Preparation:</b> Respond to questions or issues that arise from member agency legal counsels during their review of the draft policy documents or as they are compiling the final documents for their elected bodies.                                                                                                                                                                                                                  | City Attorney Offices, Member Agencies, Third Party Consultant | N/A               |
| 1.2.5 | <b>Support Member Agency Presentation of Policies to Elected Bodies:</b> Prepare a presentation template that can be adapted by each of the franchising agencies’ staffs to present at City Council and/or Board of Directors meetings.                                                                                                                                                                                                                                         | Member Agencies, Third Party Consultant                        | N/A               |
| 1.2.6 | <b>Support Member Agency Education and Enforcement:</b> Provide guidance ensuring that each regulator is set up for enforcement and recordkeeping that is in ordinance. Coordinate community education and outreach efforts to inform public regarding approved policies.                                                                                                                                                                                                       | Member Agencies                                                | 1.6, 1.7, 1.8     |





# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

#### Original Implementation Schedule\*

| Objective 1:<br>Implementation of SB 1383 | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
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|                                           | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
|                                           | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 1.2 Policy                                |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |

| Objective 1:<br>Implementation of SB 1383 | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
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|                                           | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
|                                           | 1    | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1    | 2 | 3 | 4 |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 1.2 Policy                                |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

#### 1.3: Project Summary – Contamination Monitoring

SLO IWMA is to develop contamination monitoring protocols based on the regulatory requirements of SB 1383. It is important to note that SLO IWMA should begin planning for this program in January 2021, to ensure the protocols are compliant with the requirements of SB 1383. It is recommended that the SLO IWMA coordinates with Member Agencies and Haulers to schedule general timelines and requirements of contamination monitoring with enough time for education and outreach to be provided to the affected parties prior to the effective date of January 1, 2022. Furthermore, it is suggested that SLO IWMA coordinates and contracts with a third party and establishes a monitoring task force as opposed to fulfilling this requirement internally. SLO IWMA must make sure that said third party will commence container inspections, route reviews, and to maintain documentation of such efforts by April 1, 2022.

#### TIPS

- Check if hauler is supplementing minimum SB 1383 requirements; they may wish to do additional contamination management.
- Ensure contamination monitoring policies are integrated into the Mandatory Recycling and Organics Ordinance.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                                                                | Collaborators                                                                        | Linked Objectives |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------|
| 1.3.1 | <b>Establish Monitoring Protocols:</b> In coordination with Member Agencies, develop regionwide protocols for customer compliance reviews, contamination monitoring route reviews, receipt and investigation of complaints, , based on regulatory requirements. This includes conducting annual route reviews.                                             | Member Agencies                                                                      | 1.2               |
| 1.3.2 | <b>Contract Third Party for Contamination Monitoring:</b> Issue RFP for contamination monitoring services based on monitoring protocols established. Respond to questions and concerns from proposers, and issue amendments to protocols as needed. Select third party.                                                                                    | Member Agencies                                                                      | N/A               |
| 1.3.3 | <b>Establish Monitoring Schedule:</b> Coordinate with Member Agencies, Third Party Contamination Monitor, and Haulers to schedule general timelines of contamination monitoring. Conduct test monitoring to refine estimates for time required, based on frequency contamination is found and actual time required to inspect and document each container. | Member Agencies, Third Party Contamination Monitor, Haulers                          | N/A               |
| 1.3.4 | <b>Establish Contamination Monitoring Task Force:</b> Coordinate with contracted third party to set up a contamination monitoring task force. The task force will manage the information flow and task delegation from the third party's contamination monitoring to education efforts and Member Agency enforcement.                                      | Member Agencies, Third Party Contamination Monitor, Third Party Education Contractor | 1.8               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

| Action Item |                                                                                                                                                                                                                  | Collaborators                              | Linked Objectives |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------|
| 1.3.5       | <b>Commence Container Inspections:</b> Start contamination monitoring, and troubleshoot issues that arise in contamination monitoring process. Maintain documentation from route reviews as required by SB 1383. | Third Party Contamination Monitor, Haulers | 1.7               |
| 1.3.6       | <b>Investigate Reported Contamination:</b> Follow up on routes and generators with reported contamination based on route reviews, and on an as needed basis.                                                     | Third Party Contamination Monitor, Haulers | 1.8               |

#### Original Implementation Schedule\*

| Objective 1:<br>Implementation of SB 1383 | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |
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|                                           | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |  |  |  |  |
|                                           | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 |  |  |  |  |
| 1.3 Contamination Monitoring              |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |

| Objective 1:<br>Implementation of SB 1383 | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
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|                                           | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 1.3 Contamination Monitoring              |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



#### 1.4: Project Summary – Edible Food Recovery

SLO IWMA is to establish an edible food recovery program based on the regulatory requirements of SB 1383 through coordinated efforts with Haulers and County Health Department. SB 1383 requires jurisdictions to identify Edible Food Generators that are either Tier 1 or Tier 2, and businesses under either tier must have an edible food recovery program in place by January 1, 2022. SLO IWMA should identify Tier 1 and Tier 2 commercial Edible Food Generators. It is important to note that this must be done in concurrence with developing educational material and drafting enforceable ordinances in compliance with the requirements of SB 1383 for these generators.

#### TIPS

- The third party contracted by IWMA for business technical assistance may also support identification of edible food generators.
- The City of Oceanside developed a private partnership for food upcycling hosted in the City's Senior Center; this program is a potential model for IWMA to use.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Collaborators                                                              | Linked Objectives |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------|
| 1.4.1 | <b>Develop Edible Food Generator List:</b> Create a list of Tier 1 and Tier 2 commercial edible food generators by working with Haulers and County Health Department. Note that hauler support is required because not all edible food generators are regulated by the County Health Department (i.e., generators that do not serve food like food packing houses or distributors).                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Haulers,<br>County Health Department,<br>Recyclist                         | N/A               |
| 1.4.2 | <b>Develop a List of Food Recovery Organizations and Service Providers:</b> Utilize Member Agency food recovery organization lists, supplemented by lists from nonprofit directories and other sources identified, to post a comprehensive list of Food Recovery Organizations and Service Providers in the IWMA Region on the SLO IWMA website, and each member agency's website.                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Member Agencies                                                            | N/A               |
| 1.4.3 | <b>Prepare Food Recovery Education Material:</b> Coordinate food recovery information to be provided in educational and outreach materials for edible food generators, services, and the public.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Third Party Education Contractor                                           | 1.6               |
| 1.4.4 | <b>Educate Edible Food Generators:</b> Begin notifying Edible Food Generators of upcoming SB 1383 requirements in July – October 2021. In December 2021, provide direct outreach and technical assistance services to Tier 1 generators, including providing CalRecycle's model food recovery agreement. Beginning in 2022, provide all commercial edible food generators with annual education and outreach that includes information about the following: edible food recovery programs, edible food generator requirements for food recovery and record keeping, food recovery organizations and food recovery services operating within the jurisdiction, where a list of those food recovery organizations and food recovery services can be found, and actions that commercial edible food generators can take to prevent the creation of food waste. | Third Party Education Contractor                                           | 1.6               |
| 1.4.5 | <b>Maintain and Update Records for Edible Food Recovery Programs:</b> Establish protocol to maintain and update list of Tier 1 and Tier 2 Commercial Edible Food Generators, as well as list of food recovery organizations. Update lists annually at minimum.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Member Agencies,<br>Food Recovery Organizations,<br>Edible Food Generators | 1.7               |
| 1.4.6 | <b>Perform Compliance Inspections:</b> Perform compliance inspections on Tier 1 commercial edible food generators and food recovery organizations and services beginning January 1, 2022. Perform compliance inspections on Tier 2 commercial edible food generators and food recovery organizations and services beginning January 1, 2024.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Member Agencies                                                            | 1.8               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

#### Original Implementation Schedule\*

| Objective 1:<br>Implementation of SB 1383 | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
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|                                           | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
|                                           | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 1.4 Edible Food Recovery                  |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |

| Objective 1:<br>Implementation of SB 1383 | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
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|                                           | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 1.4 Edible Food Recovery                  |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
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| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



#### 1.5: Project Summary – Procurement

SLO IWMA must calculate the requisite organic waste procurement target, as well as access to organic waste and recycled paper in the IWMA Region. SB 1383 requires jurisdictions to procure specific amounts of product(s) that are derived from organic waste recovered in California on a per capita basis.

SLO IWMA should assist Member Agencies in coordinating these efforts through assessing current budgets and financial options of purchasing organic waste, including negotiating contracts and/or fees to meet the funding needs of the IWMA Region. Before the start of procuring these products on January 1, 2022, SLO IWMA must develop education and technical assistance programs for member agencies to support use of the required organic waste products and recycled content paper from June 2021 through December 2021.

Jurisdictions are required to procure paper products derived from recycled content in accordance with Public Contracts Code Sections 22150-22154. Municipalities must give preference to suppliers of recycled products, as long as quality is equal to and cost is less than or equal to non-recycled items. It is also required that businesses certify minimum percentage of post-consumer material in their offered products, among other requirements. Documentation and records of purchases will need to be maintained in the IWMA’s implementation record.

**TIPS**

- Jurisdictions can delegate organic waste procurement requirements under Section 18981.2 of SB 1383. It is recommended that procurement responsibility is delegated to franchise hauler(s) or another private entity.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Collaborators                   | Linked Objectives |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------|
| 1.5.1 | <b>Calculate IWMA Region Organic Waste Product Procurement Target:</b> The scope of these products includes renewable natural gas (RNG) used for transportation, electricity or heating applications, electricity produced from biomass conversion, mulch, compost or a combination of those mentioned. The minimum procurement target, which must be achieved annually, is calculated by multiplying the jurisdiction’s population by a per capita procurement target of 0.08 tons per resident. Not all recovered organics waste products are considered equal, however, as each has varying impacts on greenhouse gas emissions reductions, and thus each is assigned different conversion factors. Determine procurement targets for compost, mulch, and RNG assuming that the target is met completely with only one of the three sources. | CalRecycle                      | N/A               |
| 1.5.2 | <b>Assess Access to Organic Waste Products:</b> Determine availability of organic waste products for procurement. This includes Hauler and third-party supplies of compost and mulch, and potential electricity credits for the local anaerobic digester (HZI). Periodically check with CNG provider for availability of RNG (wheeled energy), as well as with Haulers for RNG availability for their vehicle fleets.                                                                                                                                                                                                                                                                                                                                                                                                                           | Waste Connections, CNG Provider | 1.1               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

| Action Item |                                                                                                                                                                                                                                                                                                                                                                                                        | Collaborators                       | Linked Objectives |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------|
| 1.5.3       | <b>Assess Ability to Procure Organic Waste Products:</b> Determine the current budget and financial options to purchase organic waste products. Consider additional funding mechanisms if required, including renegotiating contracts or adding fees.                                                                                                                                                  | Haulers                             | 1.1               |
| 1.5.4       | <b>Provide Technical Assistance to Member Agencies:</b> Support Member Agencies in coordinating procurement efforts and reporting in 2021 through 2022. This includes guidance on how to use higher quantities of compost and mulch in City operations, such as Parks and Recreation and Public Works functions, and in particular landscaping activities and storm water abatement (e.g., bioswales). | Member Agencies                     | 1.2               |
| 1.5.5       | <b>Establish Tracking System for Procurement Targets:</b> Establish tracking and reporting between IWMA and cities, including training and testing the system. Paper procurement reporting may potentially be conducted through the Recyclist platform.                                                                                                                                                | Recyclist                           | 1.1, 1.7          |
| 1.5.6       | <b>Commence Procurement and Recordkeeping:</b> Beginning January 1, 2022, begin procuring organic waste products that meet or exceeds the annual calculated amount, and track Member Agency procurement of compliant paper products. Retain records of all documentation supporting compliance with procurement requirements.                                                                          | Member Agencies, Haulers, Recyclist | 1.7               |

#### Original Implementation Schedule\*

| Objective 1:<br>Implementation of SB 1383 | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |  |  |  |
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|                                           | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |  |  |  |
|                                           | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 |          |  |  |  |
| 1.5 Procurement                           |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |  |  |  |

| Objective 1:<br>Implementation of SB 1383 | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|-------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                           | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 1.5 Procurement                           |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.





# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

#### 1.6: Project Summary – Education

It is recommended that SLO IWMA coordinates and contracts with a third party in order to plan and develop educational outreach material for IWMA’s website, schools, residents and commercial businesses, as well as develop an annual educational campaign as required by SB 1383.

It is important to note that all educational material provided to organic waste generators must be updated on an annual basis beginning on January 1, 2022. SB 1383 has varying minimum standards for distributed educational information depending on the entity.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                  | Collaborators          | Linked Objectives |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------|
| 1.6.1 | <b>Contract Third Party for Education Services:</b> Select a public education service provider, potentially through an RFP process.                                                                                                                                                                          | Member Agencies        | 2.2               |
| 1.6.2 | <b>Update Annual Postcard Mailers:</b> For source separation and food recovery. Consider utilizing the current Education & Outreach Subconsultant. There is a minimum SB 1383 requirement to distribute mailers 1x per year that this meets.                                                                 | Third Party Contractor | 2.1               |
| 1.6.3 | <b>Distribute Postcard Mailers:</b> Print and send the postcards to all generators. Post the updated educational material onto the IWMA’s website for each respective sector.                                                                                                                                | Third Party Contractor | 2.1               |
| 1.6.4 | <b>Update School Educational Material:</b> Include the updated educational material on separating materials, organic waste, and food reduction in the current school education and outreach program.                                                                                                         | Third Party Contractor | 2.3               |
| 1.6.5 | <b>Update Residential Educational Material:</b> Include the updated educational material on separating materials, organic waste, food reduction, and contamination monitoring in bill inserts and residential newsletters for residential service recipients.                                                | Third Party Contractor | 2.1               |
| 1.6.6 | <b>Update Commercial Educational Material:</b> Include the updated educational material on separating materials, organic waste, reducing food waste, food recovery organizations, and generators recordkeeping requirements in bill inserts, commercial newsletters, or workshops for commercial businesses. | Third Party Contractor | 2.2               |
| 1.6.7 | <b>Translate Educational Material:</b> Translate all educational collateral into non-English languages spoken by a substantial number of the public (if applicable).                                                                                                                                         | Third Party Contractor | 2.1               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

|       | Action Item                                                                                                                                                                                                                                   | Collaborators          | Linked Objectives |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------|
| 1.6.8 | <b>Maintain and Update Records:</b> Coordinate with third-party service provider to maintain records of education and outreach that demonstrate regulatory compliance.                                                                        | Third Party Contractor | 1.7               |
| 1.6.9 | <b>Annually Update and Distribute Educational Material:</b> Update the educational material and redistribute to various stakeholders. Educational campaigns should be planned starting every October, with kickoff in the subsequent January. | Third Party Contractor | 2.1               |

#### Original Implementation Schedule\*

| Objective 1:<br>Implementation of SB 1383 | 2021     |   |   |   |             |   |   |   |                            |   |   |   |          |   |   |   |                |   |   |   |                   |   |   |   |                   |   |   |   |                   |   |   |   |                   |   |   |   |                   |   |   |   |                   |   |   |   |          |   |   |   |
|-------------------------------------------|----------|---|---|---|-------------|---|---|---|----------------------------|---|---|---|----------|---|---|---|----------------|---|---|---|-------------------|---|---|---|-------------------|---|---|---|-------------------|---|---|---|-------------------|---|---|---|-------------------|---|---|---|-------------------|---|---|---|----------|---|---|---|
|                                           | January  |   |   |   | February    |   |   |   | March                      |   |   |   | April    |   |   |   | May            |   |   |   | June              |   |   |   | July              |   |   |   | August            |   |   |   | September         |   |   |   | October           |   |   |   | November          |   |   |   | December |   |   |   |
|                                           | 1        | 2 | 3 | 4 | 1           | 2 | 3 | 4 | 1                          | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1                 | 2 | 3 | 4 | 1                 | 2 | 3 | 4 | 1                 | 2 | 3 | 4 | 1                 | 2 | 3 | 4 | 1                 | 2 | 3 | 4 | 1                 | 2 | 3 | 4 | 1        | 2 | 3 | 4 |
| 1.6 Education                             | Planning |   |   |   | Development |   |   |   | Negotiation/Stakeholdering |   |   |   | Approval |   |   |   | Implementation |   |   |   | Ongoing Operation |   |   |   | Ongoing Operation |   |   |   | Ongoing Operation |   |   |   | Ongoing Operation |   |   |   | Ongoing Operation |   |   |   | Ongoing Operation |   |   |   |          |   |   |   |

| Objective 1:<br>Implementation of SB 1383 | 2021     |   |   |   |   |   |   |   |   |   |   |   | 2022        |   |   |   |   |   |   |   |   |   |   |   | 2023                       |   |   |   |   |   |   |   |   |   |   |   | 2024     |   |   |   |   |   |   |   |   |   |   |   | 2025           |   |   |   |   |   |   |   |   |   |   |   |                   |  |  |  |  |  |  |  |  |  |  |  |
|-------------------------------------------|----------|---|---|---|---|---|---|---|---|---|---|---|-------------|---|---|---|---|---|---|---|---|---|---|---|----------------------------|---|---|---|---|---|---|---|---|---|---|---|----------|---|---|---|---|---|---|---|---|---|---|---|----------------|---|---|---|---|---|---|---|---|---|---|---|-------------------|--|--|--|--|--|--|--|--|--|--|--|
|                                           | J        | F | M | A | M | J | J | A | S | O | N | D | J           | F | M | A | M | J | J | A | S | O | N | D | J                          | F | M | A | M | J | J | A | S | O | N | D | J        | F | M | A | M | J | J | A | S | O | N | D | J              | F | M | A | M | J | J | A | S | O | N | D |                   |  |  |  |  |  |  |  |  |  |  |  |
|                                           | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1           | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1                          | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1        | 2 | 3 | 4 |   |   |   |   |   |   |   |   |                |   |   |   |   |   |   |   |   |   |   |   |                   |  |  |  |  |  |  |  |  |  |  |  |
| 1.6 Education                             | Planning |   |   |   |   |   |   |   |   |   |   |   | Development |   |   |   |   |   |   |   |   |   |   |   | Negotiation/Stakeholdering |   |   |   |   |   |   |   |   |   |   |   | Approval |   |   |   |   |   |   |   |   |   |   |   | Implementation |   |   |   |   |   |   |   |   |   |   |   | Ongoing Operation |  |  |  |  |  |  |  |  |  |  |  |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



#### 1.7: Project Summary – Recordkeeping & Reporting

SLO IWMA shall establish reporting systems and processes required to ensure and coordinate recordkeeping to fulfil SB 1383 inspection and reporting requirements. The IWMA shall gather, monitor, and manage all data from haulers, local groups, and organizations related to edible food and compliance associated with SB 1383 for reporting to CalRecycle. It is recommended that SLO IWMA subscribe to an electronic reporting system (Recyclist) between January and March 2021 and begin gathering data from the identified parties in April 2021. It is important to note that all recordkeeping and reporting must be updated on an ongoing basis beginning on January 1, 2022 in order to comply with the requirements of SB 1383.

| <b>TIPS</b>                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Require franchisees to provide data through reporting system in FA.</li> </ul> |

SB 1383 requires that jurisdictions maintain records demonstrating their compliance with SB 1383 in a central location, physical or electronic, that can readily be accessed by CalRecycle within ten business days of request. Required records include, but are not limited to: ordinances, contracts, franchise agreements, a written description of the jurisdiction’s inspection and enforcement program, organic waste collection service records, contamination minimization records, waiver and exemption records, education and outreach, edible food recovery program records, recovered organic waste procurement records, recycled content paper purchase records, inspection records, and enforcement records. All records and information required shall be included in the Implementation Record within 60 days of the event and shall be maintained for a minimum of five (5) years. SB 1383 contains three primary reporting mechanisms: an Initial Jurisdiction Compliance Report; an Annual Report; and an Implementation Record. The Initial Jurisdiction Compliance Report is due April 1, 2022 and shall include copies of ordinances and other enforceable mechanisms adopted pursuant to SB 1383, the contact information for the primary reporting contact, and information on the implementation of organic waste collection programs.

#### Implementation Plan

|       | <b>Action Item</b>                                                                                                                                                                                                                                                                          | <b>Collaborators</b>                                     | <b>Linked Objectives</b> |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------|
| 1.7.1 | <b>Subscribe to Recyclist:</b> By March 2021, begin implementation of the required subscription level for the web-based platform Recyclist for SB 1383 information housing.                                                                                                                 | Recyclist                                                | N/A                      |
| 1.7.2 | <b>Develop Reporting Protocols:</b> Create reporting processes and schedules by April 2021. Resolve budget issues (e.g. hauler compensation requests, increased software requests). Ensure reporting requirements are integrated into relevant contracts (e.g., Franchise Agreements).      | Haulers, Member Agencies, Local Organizations            | 1.1                      |
| 1.7.3 | <b>Upload Reporting Data:</b> Collect and upload required information (e.g., customer data) from SLO IWMA records, Member Agencies, haulers, and other local groups and organizations. Test online reporting features in the fourth quarter of 2021 to troubleshoot any before Jan 1, 2022. | Haulers, Member Agencies, Local Organizations, Recyclist | N/A                      |



**SLO IWMA**  
**FINAL DRAFT ACTION PLAN: Objective 1**  
**IWMA Region Community Education**  
**2020 – 2025**

**Original Implementation Schedule\***

| Objective 1:<br>Implementation of SB 1383 | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |   |   |   |   |  |  |  |  |
|-------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|---|---|---|---|---|---|---|---|--|--|--|--|
|                                           | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |   |   |   |   |  |  |  |  |
|                                           | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |  |  |  |  |
| 1.7 Recordkeeping & Reporting             |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |   |   |   |   |  |  |  |  |

| Objective 1:<br>Implementation of SB 1383 | 2021 |   |   |   |   |   |   |   |   |    |    |    | 2022 |   |   |   |   |   |   |   |   |    |    |    | 2023 |   |   |   |   |   |   |   |   |    |    |    | 2024 |   |   |   |   |   |   |   |   |    |    |    | 2025 |   |   |   |   |   |   |   |   |    |    |    |
|-------------------------------------------|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|
|                                           | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  |
|                                           | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 1.7 Recordkeeping & Reporting             |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |

| LEGEND                   |  |
|--------------------------|--|
| Planning                 |  |
| Development              |  |
| Negotiation/Stakeholding |  |
| Approval                 |  |
| Implementation           |  |
| Ongoing Operation        |  |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

#### 1.8: Project Summary – Monitoring

SLO IWMA shall begin developing programs to monitor Tier 1 and Tier 2 commercial food generators to ensure compliance with SB 1383. These monitoring programs shall include generator-level monitoring, noticing, technical support. This will allow opportune time for generators to be educated on the requirements of SB 1383 and notices related to non-compliance for a few years before any enforcement action is required to take place starting January 1, 2024 (to be carried out by Member Agencies). Such programs must be coordinated with Member Agencies as any resulting enforcement actions necessary after January 1, 2022 shall be carried out by Member Agency code enforcement officials, unless otherwise delegated by Member Agencies.

#### TIPS

- Create waivers that can accommodate, and be responsive to, different conditions across the IWMA Region.
- Utilize County GIS map to track low population waiver areas.

Generally, SB 1383 requires a desktop review of all commercial garbage accounts generating over two cubic yards of solid waste and all multi-family garbage accounts with five (5) or more units. The regulations also mandate additional inspection for certain regulated entities, route reviews, and monitoring for container contaminants for all generators. SB 1383 requires distribution of education and issuance of NOVs and/or fines to non-compliant entities.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                                                                                                                                      | Collaborators   | Linked Objectives |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------|
| 1.8.1 | <b>Increase Staffing:</b> Hire additional support or other IWMA staff dedicated to SB 1383 compliance monitoring.                                                                                                                                                                                                                                                                                                                | Member Agencies | 4.4               |
| 1.8.2 | <b>Develop Monitoring Plan:</b> Develop monitoring plan . The plan should include a desktop audit once per year ensuring each customer has organics and recycling services. Align waiver program and verification with ordinance development. Establish system for physical and de minimis waiver tracking by IWMA, as well as processes for referring noncompliant generators to local member agencies for enforcement efforts. | Member Agencies | 1.2               |
| 1.8.3 | <b>Coordinate with Member Agencies on Monitoring and Enforcement Programs:</b> Align programs and procedures, including timelines for educational material vs. enforcement actions taken by member agencies, and/or by IWMA if delegated by member agencies.                                                                                                                                                                     | Member Agencies | 1.8               |
| 1.8.4 | <b>Tier 1 Food Generator Monitoring:</b> Beginning January 1, 2022 begin investigation of Tier 1 commercial edible food generators and food recovery organizations complaints, and provide educational material for non-compliance.                                                                                                                                                                                              | Member Agencies | 1.4               |
| 1.8.5 | <b>Tier 2 Food Generator Monitoring:</b> Beginning January 1, 2024 expand investigation to Tier 2 commercial edible food generators, and provide educational material for non-compliance.                                                                                                                                                                                                                                        | Member Agencies | 1.4               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 1

### IWMA Region Community Education

2020 – 2025

#### Original Implementation Schedule\*

| Objective 1:<br>Implementation of SB 1383 | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
|-------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|---|---|---|---|--|--|--|--|--|--|--|--|
|                                           | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
|                                           | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 1.8 Monitoring & Enforcement              |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |

| Objective 1:<br>Implementation of SB 1383 | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|-------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                           | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
|                                           | 1    | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1    | 2 | 3 | 4 |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 1.8 Monitoring & Enforcement              |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

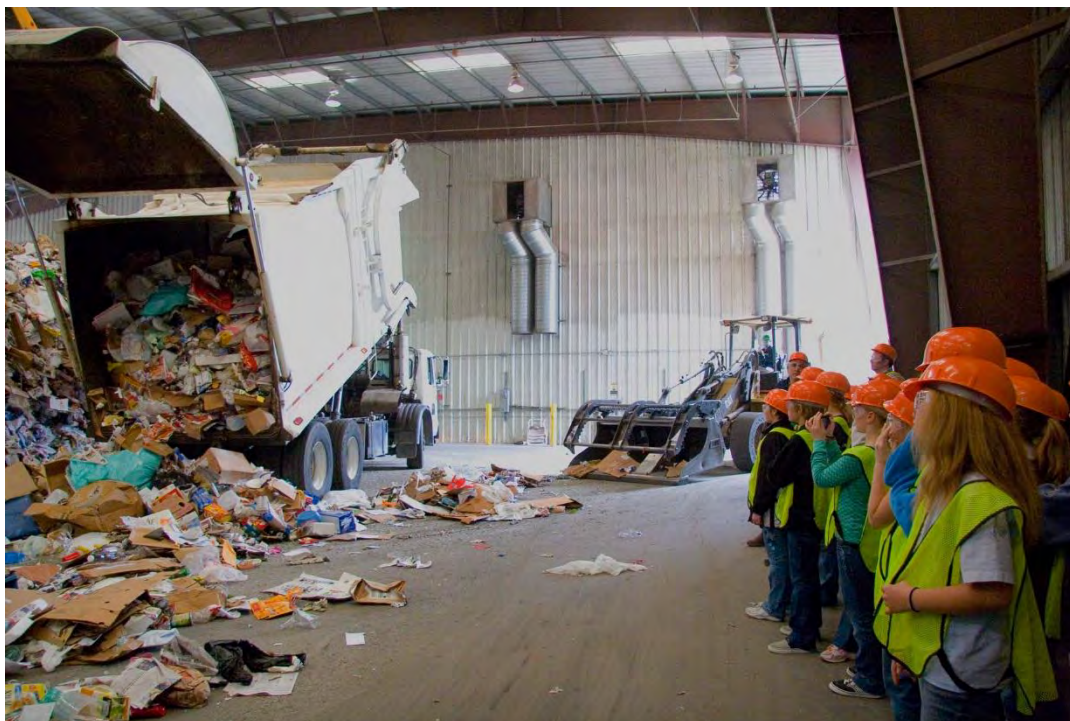
| LEGEND                   |
|--------------------------|
| Planning                 |
| Development              |
| Negotiation/Stakeholding |
| Approval                 |
| Implementation           |
| Ongoing Operation        |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



**SLO IWMA**  
**FINAL DRAFT ACTION PLAN: Objective 2**  
**IWMA Region Community Education**  
 2020 – 2025

OBJECTIVE 2: IWMA REGION COMMUNITY EDUCATION



Executive Summary

IWMA will provide consistent community education on waste reduction and recycling throughout the IWMA Region. IWMA will determine what collateral and materials will be distributed (e.g., food pails) and secure appropriate budget approvals. IWMA will increase staffing or contracting as prudent to support successfully meeting Objective 2. In 2021, educational efforts will focus on ensuring compliance prior to the SB 1383 effective date of January 1, 2022. SB 1383 requires that jurisdictions provide education to all generators regarding their compliance responsibilities, which include the following groups: residents, businesses, franchise haulers, permitted haulers, self-haulers, and food recovery organizations/services.

**TIPS**

- Align hauler education requirements in franchise agreements with IWMA education strategy.
- Consistent with Section 7295 of the Government Code, translate educational materials into any non-English language spoken by a substantial number of the public that is provided organic waste collection services.

Implementation Plan

|     | Action Item                         | Collaborators                                                 | Linked Objectives |
|-----|-------------------------------------|---------------------------------------------------------------|-------------------|
| 2.1 | General Public Information          | Member Agencies, Haulers, Recyclist, Environmental Nonprofits | 1.6, 2.2, 4.2     |
| 2.2 | Targeted Outreach to Businesses/MFD | Member Agencies, Haulers, SLO Green Business Program          | 1.6, 2.1, 4.4     |
| 2.3 | Youth Classroom Education           | Haulers, Schools                                              | 1.6               |
| 2.4 | Facility Tours                      | Haulers                                                       | 1.6               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 2

### IWMA Region Community Education

2020 – 2025

#### Original Implementation Schedule\*

| Objective 2:<br>Countywide Community<br>Education | 2021        |             |             |             |             |             |             |             |             |             |             |             | 2022        |             |             |             |             |             |             |             |             |             |             |             | 2023        |             |             |             |             |             |             |             |             |             |             |             | 2024        |             |             |             |             |             |             |             |             |             |             |             | 2025        |             |             |             |             |             |             |             |             |             |             |   |
|---------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|
|                                                   | J           | F           | M           | A           | M           | J           | J           | A           | S           | O           | N           | D           | J           | F           | M           | A           | M           | J           | J           | A           | S           | O           | N           | D           | J           | F           | M           | A           | M           | J           | J           | A           | S           | O           | N           | D           | J           | F           | M           | A           | M           | J           | J           | A           | S           | O           | N           | D           | J           | F           | M           | A           | M           | J           | J           | A           | S           | O           | N           | D |
| 2.1 General Public Education                      | Planning    | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development |   |
| 2.2 Targeted Outreach (MFD/COM)                   | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development |   |
| 2.3 Youth Classroom Education                     | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development |   |
| 2.4 Facility Tours                                | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development | Development |   |

| LEGEND                   |
|--------------------------|
| Planning                 |
| Development              |
| Negotiation/Stakeholding |
| Approval                 |
| Implementation           |
| Ongoing Operation        |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.





# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 2

### IWMA Region Community Education

2020 – 2025

#### 2.1: Project Summary – General Public Information

SB 1383 requires that jurisdictions provide generators with education through print or electronic media. IWMA will expand and enhance the universal public information resources it provides, including a recycling/reuse information database and search bar, to ensure common messaging on programs throughout the IWMA Region. In addition, IWMA will establish workshops, videos, and multimedia engagement tools to inform the public regarding waste reduction, reuse, recycling, composting, and safe HHW disposal, on an ongoing basis.

#### TIPS

- Consider partnering with local nonprofits to host source reduction workshops.
- Utilize Community Based Social Marketing (CBSM) techniques.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Collaborators                       | Linked Objectives |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------|
| 2.1.1 | <b>Review and Revise Existing Materials:</b> Ensure alignment of collateral with SB 1383, consistency with IWMA brand identity, and consistency with other IWMA educational resources (e.g., multifamily outreach materials). Consider procuring third party designer for updates.                                                                                                                                                                                                                                                                                                                                  | Third Party Designer                | 1.6, 4.2          |
| 2.1.2 | <b>What Goes Where Database:</b> Establish an information system and search bar to inform the public on how and where to properly reuse and/or recycle various materials in the IWMA Region. Develop a process for updating content, clearly defining the flow of information for different types of updates and responsible parties. Create a schedule for updating content, taking into consideration the time required to update, maintain, and troubleshoot the platform. Review search data to identify content that is most commonly being searched for and target such information in educational materials. | Recyclist, Member Agencies, Haulers | N/A               |
| 2.1.3 | <b>Source Reduction Workshops:</b> Establish educational videos and workshops to support residents and businesses in waste reduction (e.g., purchasing decisions, food storage) and reuse (e.g., fix it clinics). Enable recording and other accessibility features (e.g., captions) where possible. Identify partner-created videos and workshops to cross-promote. Review indicators of the public’s current understanding of waste reduction and reuse (e.g., surveys, focus groups, stakeholder engagement, waste characterizations, contamination data) to determine highest priority topics.                  | Environmental Nonprofits            | 2.2               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 2

### IWMA Region Community Education

2020 – 2025

#### Original Implementation Schedule\*

| Objective 2:<br>Countywide Community<br>Education | 2021     |          |          |          |             |             |             |             |                          |                          |                          |                          |          |          |          |          |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |
|---------------------------------------------------|----------|----------|----------|----------|-------------|-------------|-------------|-------------|--------------------------|--------------------------|--------------------------|--------------------------|----------|----------|----------|----------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                                                   | January  |          |          |          | February    |             |             |             | March                    |                          |                          |                          | April    |          |          |          | May            |                |                |                | June           |                |                |                | July           |                |                |                | August         |                |                |                | September      |                |                |                | October        |                |                |                | November       |                |                |                | December       |                |                |                |                |                |                |                |
|                                                   | 1        | 2        | 3        | 4        | 1           | 2           | 3           | 4           | 1                        | 2                        | 3                        | 4                        | 1        | 2        | 3        | 4        | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              |                |                |                |                |
| 2.1 General Public Education                      | Planning | Planning | Planning | Planning | Development | Development | Development | Development | Negotiation/Stakeholding | Negotiation/Stakeholding | Negotiation/Stakeholding | Negotiation/Stakeholding | Approval | Approval | Approval | Approval | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation |

| Objective 2:<br>Countywide Community<br>Education | 2021     |          |          |          |             |             |             |             |                          |                          |                          |                          | 2022     |          |          |          |                |                |                |                |                |                |                |                | 2023           |                |                |                |                |                |                |                |                |                |                |                | 2024           |                |                |                |                |                |                |                |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|---------------------------------------------------|----------|----------|----------|----------|-------------|-------------|-------------|-------------|--------------------------|--------------------------|--------------------------|--------------------------|----------|----------|----------|----------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                   | J        | F        | M        | A        | M           | J           | J           | A           | S                        | O                        | N                        | D                        | J        | F        | M        | A        | M              | J              | J              | A              | S              | O              | N              | D              | J              | F              | M              | A              | M              | J              | J              | A              | S              | O              | N              | D              | J              | F              | M              | A              | M              | J              | J              | A              | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
|                                                   | 1        | 2        | 3        | 4        | 1           | 2           | 3           | 4           | 1                        | 2                        | 3                        | 4                        | 1        | 2        | 3        | 4        | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              | 1              | 2              | 3              | 4              |                |                |                |                |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 2.1 General Public Education                      | Planning | Planning | Planning | Planning | Development | Development | Development | Development | Negotiation/Stakeholding | Negotiation/Stakeholding | Negotiation/Stakeholding | Negotiation/Stakeholding | Approval | Approval | Approval | Approval | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation | Implementation |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                   |
|--------------------------|
| Planning                 |
| Development              |
| Negotiation/Stakeholding |
| Approval                 |
| Implementation           |
| Ongoing Operation        |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 2

### IWMA Region Community Education

2020 – 2025

#### 2.2: Project Summary – Targeted Outreach to Businesses/MFD

IWMA will develop targeted outreach programs specific to different business types, as well as to multi-family dwellings, to support business and multi-family generators in waste reduction and proper program participation. In 2021, this will include updating current materials, assessing outreach demand, and conducting individual generator assessments. Once initial assessments are completed, follow-up training and ongoing outreach will be conducted. IWMA should prioritize outreach that helps businesses meet state and local mandates with source-separated materials, food recovery, and hard to handle waste.

**TIPS**

Provide outreach as a messaging series in smaller bites. For example, provide information on rate increases, tips of using food pails, and overcoming barriers in separate weeks.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Collaborators                                                                      | Linked Objectives |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------|
| 2.2.1 | <b>Review and Revise Existing Collateral:</b> Ensure alignment of material with SB 1383, consistency with IWMA brand identity, and consistency with other IWMA educational resources (e.g., webpages). Coordinate with the SLO Green Business Association on messaging. Consider procuring third party designer for updates. Determine whether multifamily kits or other collateral will be distributed.                                                                                                                                                                                                                                          | Member Agencies                                                                    | 2.1               |
| 2.2.2 | <b>Assess Outreach Demand:</b> Work with each Member Agency to determine the number of Businesses, Multi-Family Residences, and Edible Food Generators in their respective jurisdictions. Compile existing contact information for property managers, business owners, and other key decisionmakers at target generators.                                                                                                                                                                                                                                                                                                                         | Member Agencies                                                                    | N/A               |
| 2.2.3 | <b>Update Outreach Staffing Levels:</b> Update staffing and organizational structure to ensure unified outreach messaging. This should include hiring and/or contracting for outreach services. Ensure updates are prepared in time for budget approval.                                                                                                                                                                                                                                                                                                                                                                                          | Member Agencies                                                                    | 4.4               |
| 2.2.4 | <b>Conduct Individual Assessments:</b> Determine generators service level changes needed for SB 1383 compliance in 2021. Conduct individual assessments of generators, engaging directly with a key decisionmaker at each generator dwelling or business. A form or checklist will provide efficiency for each assessment. The checklist should include elements such as current level of service, space for additional containers, and services provided at facility, among others. Use assessments as an opportunity to notify generators of upcoming regulatory requirements. Prioritize individual outreach for major solid waste generators. | Businesses, Multi-Family Residences, Third Party Outreach Services (if applicable) | N/A               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 2

### IWMA Region Community Education

2020 – 2025

| Action Item |                                                                                                                                                                                                                                                                                                                                                                                      | Collaborators                                            | Linked Objectives |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------|
| 2.2.5       | <b>Establish Customer Relationship Management (CRM) System:</b> Document service level changes, edible food generator status, waivers, etc. for business and multi-family residences. Collate updates from both proactive outreach and customer service channels into CRM system; for example, log multifamily property manager’s unsolicited calls for a free recycling assessment. | Recyclist, Third Party Outreach Services (if applicable) | N/A               |
| 2.2.6       | <b>Conduct Follow-up Trainings:</b> After new collection services have been initiated for generators (identified during individual assessments), conduct follow-up trainings for employees/residents on waste diversion programs.                                                                                                                                                    | Third Party Outreach Services (if applicable)            | N/A               |
| 2.2.7       | <b>Develop Ongoing Outreach Program:</b> Refine long-term outreach strategy based on lessons learned during initial outreach implementation. Key issues include training new employees at existing businesses, managing turnover of accounts, and reevaluating service levels over time.                                                                                             | Third Party Outreach Services (if applicable)            | N/A               |

#### Original Implementation Schedule\*

| Objective 2:<br>Countywide Community<br>Education | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |
|---------------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|--|--|--|--|
|                                                   | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |  |  |  |  |
|                                                   | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 |  |  |  |  |
| 2.2 Targeted Outreach (MFD/COM)                   |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |

| Objective 2:<br>Countywide Community<br>Education | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|---------------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                   | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 2.2 Targeted Outreach (MFD/COM)                   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 2

### IWMA Region Community Education

2020 – 2025

#### 2.3: Project Summary - Youth Classroom Education

Continue performing elementary school classroom education and begin engaging high-school age students (e.g., Environmental Clubs) for recycling demonstration projects by September 2021. Students who receive classroom education in organics, recycling, and/or waste reduction programming can drive-community wide behavior change by influencing behavior in their household and other spheres of influence.

#### TIPS

Consider how to maximize interactive nature of programming.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Collaborators                           | Linked Objectives |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------|
| 2.3.1 | <b>Evaluate and Update Classroom Education Program</b><br><b>Content:</b> In 2021, perform a peer-review of the content presented by third-party education provider (currently, Science Discovery) in school presentations to identify potential revisions to the content, specifically to include education supporting SB 1383 implementation. Solicit feedback from school administrators to understand what related programming is currently being offered and how to keep programming aligned with curriculum standards. | Schools, Third Party Education Provider | 1.6, 2.1, 2.2     |
| 2.3.2 | <b>Establish Relationships with High School Environmental/Sustainability Clubs:</b> Leverage student groups to perform and provide expanded community education, including demonstration projects. Provide avenues for students to receive training. Collaborate with club advisors and student administrators on aligning programs with curriculum standards and student interests.                                                                                                                                         | Third Party Education Provider          | 1.6, 2.1, 2.2     |
| 2.3.3 | <b>Refresh Content Annually:</b> Review classroom education formats, including curriculum that educators can implement, as well as IWMA staff presentations.                                                                                                                                                                                                                                                                                                                                                                 | Third Party Education Provider          | 1.6, 2.1, 2.2     |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 2

### IWMA Region Community Education

2020 – 2025

#### Original Implementation Schedule\*

| Objective 2:<br>Countywide Community<br>Education | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |
|---------------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|---|---|---|---|--|--|--|--|
|                                                   | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |  |  |  |  |
|                                                   | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 |  |  |  |  |
| 2.3 Youth Classroom Education                     |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |

| Objective 2:<br>Countywide Community<br>Education | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|---------------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                   | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 2.3 Youth Classroom Education                     |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                   |
|--------------------------|
| Planning                 |
| Development              |
| Negotiation/Stakeholding |
| Approval                 |
| Implementation           |
| Ongoing Operation        |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 2

### IWMA Region Community Education

2020 – 2025

#### 2.4: Project Summary – Facility Tours

IWMA will continue offering school-age facility tours for landfill, recycling, composting, and HHW infrastructure, including virtual tours. IWMA will expand tours to include periodic tours available to the general public.

**TIPS**

Consider providing facility tours in multiple languages.

#### Implementation Plan

| Action Item |                                                                                                                                                                                                                                                                                                                                                                      | Collaborators                                         | Linked Objectives |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-------------------|
| 2.4.1       | <b>Evaluate and Update Facility Tour Content:</b> Review the content presented by third-party education provider (currently, Science Discovery) to identify potential updates and/or refinements to the content, especially to include education supporting SB 1383 implementation. Solicit feedback from schools on alignment with current curriculum requirements. | Facility Operators,<br>Third Party Education Provider | 1.6               |
| 2.4.2       | <b>Establish General Public Tours:</b> Edit school-age facility tour content for appropriateness for a general audience.                                                                                                                                                                                                                                             | Facility Operators,<br>Third Party Education Provider | 1.6               |
| 2.4.3       | <b>Refresh Content Annually:</b> Update facility tour programming based on relevant external changes, such as available facilities, regulatory requirements, and curriculum standards. Update third-party education provider’s scope of work as needed.                                                                                                              | Facility Operators,<br>Third Party Education Provider | 1.6               |

#### Original Implementation Schedule\*

| Objective 2:<br>Countywide Community Education | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |
|------------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|--|--|--|--|
|                                                | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |  |  |  |  |
|                                                | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 |  |  |  |  |
| 2.4 Facility Tours                             |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |

| Objective 2:<br>Countywide Community Education | 2021 |   |   |   |   |   |   |   |   |    |    |    | 2022 |   |   |   |   |   |   |   |   |    |    |    | 2023 |   |   |   |   |   |   |   |   |    |    |    | 2024 |   |   |   |   |   |   |   |   |    |    |    | 2025 |   |   |   |   |   |   |   |   |    |    |    |
|------------------------------------------------|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|
|                                                | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  |
|                                                | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 2.4 Facility Tours                             |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 3

### Technical Resource on the Industry

2020 – 2025

#### OBJECTIVE 3: TECHNICAL RESOURCE ON THE INDUSTRY



#### Executive Summary

SLO IWMA is to serve as a technical resource for member agencies and industry on waste reduction and recycling issues, including convening specialized task forces and working groups. In 2021, SLO IWMA will focus on providing resources for franchise management and SB 1383 compliance. SLO IWMA will lead coordination and planning to ensure effective implementation of SB 1383 by January 2022. In 2023, SLO IWMA will begin developing new programs to support innovation and economic development in recycling.

#### TIPS

Align with updates to Joint Powers Agreement (Objective 5).

#### Implementation Plan

|     | Action Item                                     | Collaborators                                                         | Linked Objectives |
|-----|-------------------------------------------------|-----------------------------------------------------------------------|-------------------|
| 3.1 | Local Task Force (Technical Advisory Committee) | Member Agencies                                                       | 3.2               |
| 3.2 | Industry Working Group                          | Haulers                                                               | 3.1               |
| 3.3 | Recycling Industry Economic Development         | Haulers, Member Agencies                                              | 3.5               |
| 3.4 | Franchise Management                            | Member Agencies, Haulers                                              | 1.1               |
| 3.5 | Research & Development                          | Local Educational Institutions, Community Partners, Industry Partners | 3.3, 4.6          |





# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 3

### Technical Resource on the Industry

2020 – 2025

#### Original Implementation Schedule\*

| Objective 3:<br>Technical Resource on the<br>Industry | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|-------------------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                       | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 3.1 Local Task Force                                  |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 3.2 Industry Working Group                            |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 3.3 Economic Development                              |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 3.4 Franchise Management                              |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 3.5 Research & Development                            |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                   |
|--------------------------|
| Planning                 |
| Development              |
| Negotiation/Stakeholding |
| Approval                 |
| Implementation           |
| Ongoing Operation        |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 3

### Technical Resource on the Industry

2020 – 2025

#### 3.1: Project Summary – Local Task Force (Technical Advisory Committee)

The SLO IWMA is to convene Member Agency Technical Advisory Committee (TAC) meetings. The TAC will assist IWMA in the development, implementation, and monitoring of Member Agency source reduction and recycling efforts, help and recommendations on solid waste legislation, and review elements and plans. In 2021, the TAC's efforts will focus on ensuring compliance with SB 1383. Upon implementation of SB 1383 changes, the TAC will concentrate on longer term planning needs.

#### TIPS

Annually review what the appropriate meeting frequency is for current needs.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                            | Responsible Party | Collaborators         | Linked Objectives |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------|-------------------|
| 3.1.1 | <b>Coordinate SB 1383 Compliance and Planning:</b> Review and provide guidance on SB 1383 related franchise amendments, ordinances, and other elements throughout 2021.                                                                                | TAC               | Member Agencies, IWMA | 1                 |
| 3.1.2 | <b>Plan for Long Term:</b> Beginning in 2022, conduct long-term planning, including coordinating with the County in the development of the Countywide Integrated Waste Management Plan as appropriate (e.g., hazardous waste planning and compliance). | TAC               | IWMA                  | 5                 |
| 3.1.3 | <b>Adapt TAC Role Over Time:</b> Periodically review TAC Bylaws for relevance to new solid waste legislation and other changes impacting IWMA activities.                                                                                              | IWMA              | TAC, Member Agencies  | 3.2               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 3

### Technical Resource on the Industry

2020 – 2025

#### Original Implementation Schedule\*

| Objective 3:<br>Technical Resource on the<br>Industry | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
|-------------------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|---|---|---|---|--|--|--|--|--|--|--|--|
|                                                       | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
|                                                       | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 3.1 Local Task Force                                  |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |

| Objective 3:<br>Technical Resource on the<br>Industry | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|-------------------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                       | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 3.1 Local Task Force                                  |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 3

### Technical Resource on the Industry

2020 – 2025

#### 3.2: Project Summary – Industry Working Group

SLO IWMA is to convene industry working group meetings with waste haulers and other waste industry professionals. These meetings will serve to solicit feedback on existing and proposed programs within the IWMA Region that impact industry operations, as well as assess emerging technologies and strategies in the industry. The industry working group will focus on recommendations and review on SB 1383 compliance items in 2021 and look at longer term opportunities starting in 2022.

**TIPS**

Stagger scheduling of Task Force and Industry Working Group meetings so that Task Force meetings can be informed by Industry’s prior discussion.

#### Implementation Plan

| Action Item                                                                                                                                                        | Responsible Party | Collaborators | Linked Objectives |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------|-------------------|
| 3.2.1 <b>Coordinate Industry Working Group:</b> Build industry engagement through regular meetings of an industry working group to discuss emerging opportunities. | IWMA              | Haulers       | 3.1               |

#### Original Implementation Schedule\*

| Objective 3:<br>Technical Resource on the<br>Industry | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |
|-------------------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|---|---|---|---|--|--|--|--|
|                                                       | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |  |  |  |  |
|                                                       | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 |  |  |  |  |
| 3.2 Industry Working Group                            |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |

| Objective 3:<br>Technical Resource on the<br>Industry | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|-------------------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                       | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 3.2 Industry Working Group                            |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



#### 3.3: Project Summary – Recycling Industry Economic Development

SLO IWMA is to serve as a technical resource to member agencies economic development and private sector recycling businesses to support local recycling and waste reduction infrastructure. SLO IWMA will identify an effective structure for recycling industry economic development program by engaging key stakeholders in 2023, including member agency economic development FTEs and potential program participants. A program outline and budget will be approved in 2024 for program refinement and launch by 2025.

**TIPS**

SLO IWMA may identify opportunities prior to program launch on a reactive basis and explore these opportunities as appropriate.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                     | Responsible Party | Collaborators                                                              | Linked Objectives |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------|-------------------|
| 3.3.1 | <b>Develop relationships with Member Agency Economic Development Professionals:</b> Beginning in 2023, coordinate with local economic development agencies to determine priority opportunities for recycling industry economic development to play a role.                                      | IWMA              | Member Agencies                                                            | 3.5               |
| 3.3.2 | <b>Conduct business outreach:</b> IWMA to coordinate with local economic development and community development departments. Introduce SLO IWMA goals to target businesses.                                                                                                                      | IWMA              | Member Agencies<br>Economic and<br>Community<br>Development<br>Departments | 2.2               |
| 3.3.3 | <b>Develop program and budget proposal:</b> With input from member agencies and IWMA board members, create a draft proposal. Ensure budget approval by July 2024. Possible programs include but are not limited to Recycling Market Development Zones (RMDZs), grants, or technical assistance. | IWMA              | Member Agencies                                                            | 3.5               |
| 3.3.4 | <b>Engage potential program candidates:</b> Conduct stakeholder engagement with potential program candidates to refine program details and eligibility.                                                                                                                                         | IWMA              | Haulers, Recycling<br>Businesses                                           | 2.2               |
| 3.3.5 | <b>Launch program:</b> In 2025, implement selected economic development program(s) and provide ongoing support.                                                                                                                                                                                 | IWMA              | Recycling<br>Businesses                                                    | 3.5               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 3

### Technical Resource on the Industry

2020 – 2025

#### Original Implementation Schedule\*

| Objective 3:<br>Technical Resource on the<br>Industry | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |
|-------------------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|--|--|--|--|--|--|--|--|
|                                                       | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |  |  |  |  |  |  |  |  |
|                                                       | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 3.3 Economic Development                              |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |

| Objective 3:<br>Technical Resource on the<br>Industry | 2021 |   |   |   |   |   |   |   |   |    |    |    | 2022 |   |   |   |   |   |   |   |   |    |    |    | 2023 |   |   |   |   |   |   |   |   |    |    |    | 2024 |   |   |   |   |   |   |   |   |    |    |    | 2025 |   |   |   |   |   |   |   |   |    |    |    |
|-------------------------------------------------------|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|------|---|---|---|---|---|---|---|---|----|----|----|
|                                                       | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F | M | A | M | J | J | A | S | O  | N  | D  |
|                                                       | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 3.3 Economic Development                              |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |      |   |   |   |   |   |   |   |   |    |    |    |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 3

### Technical Resource on the Industry

2020 – 2025

#### 3.4: Project Summary – Franchise Management

SLO IWMA is to provide support to member agencies in the management of franchise agreements, franchise programs, and rate requests. This technical assistance will supplement the model amendment to Franchise Agreements for SB 1383 compliance (Objective 1.1) that SLO IWMA will develop for member agencies in 2021. SLO IWMA’s support for member agencies in franchise management will help ensure timely, quality reporting and delivery of services from Haulers on an ongoing basis.

#### TIPS

Compare rates, terms, and reporting proposed by haulers for member agencies to ensure greatest value and consistency.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                      | Responsible Party | Collaborators   | Linked Objectives |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------|-------------------|
| 3.4.1 | <b>Provide subject matter expertise:</b> Serve as a resource for negotiations and best practices regarding ongoing franchise agreement management.                                                                               | IWMA              | Member Agencies | 1.1               |
| 3.4.2 | <b>Provide support for franchise agreement amendments:</b> Share guidance regarding extraordinary rate adjustments, agreement extensions, and changes in scope.                                                                  | IWMA              | Member Agencies | 1.1               |
| 3.4.3 | <b>Review and approve relevant hauler requests:</b> Provide day-to-day management for member agencies on review and approvals for hauler submissions such as non-collection notices, public education plans, and data reporting. | IWMA              | Haulers         | 1.7               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 3

### Technical Resource on the Industry

2020 – 2025

#### Original Implementation Schedule\*

| Objective 3:<br>Technical Resource on the<br>Industry | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
|-------------------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|---|---|---|---|--|--|--|--|--|--|--|--|
|                                                       | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
|                                                       | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 3.4 Franchise Management                              |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |

| Objective 3:<br>Technical Resource on the<br>Industry | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|-------------------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                       | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 3.4 Franchise Management                              |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.





# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 3

### Technical Resource on the Industry

2020 – 2025

#### 3.5: Project Summary – Research & Development

SLO IWMA is to leverage local educational institutions, such as California Polytechnic State University (Cal Poly), and/or other local research partners to support research and development (R&D) related to local/regional waste reduction and recycling innovation. In 2023, SLO IWMA will conduct stakeholder engagement to identify focus areas for R&D projects, as well as potential research partners. Once key R&D topics are selected, SLO IWMA will work with local educational institutions and other selected research partners to refine R&D deliverables for the research partners to provide, and deadlines for deliverables.

#### TIPS

Review lessons learned from previous successful R&D partnerships (e.g., CRV Center feasibility research with Cal Poly students) to inform how future partnerships are structured.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                    | Responsible Party | Collaborators          | Linked Objectives |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------|-------------------|
| 3.5.1 | <b>Engage community groups:</b> Beginning in 2023, reach out to community groups, including businesses and environmental organizations, to identify innovation gaps and determine key R&D needs.                               | IWMA              | Community groups       | 3.3               |
| 3.5.2 | <b>Research potential partners:</b> Develop relationships with potential research partners once R&D priorities are identified, including but not limited to local educational institutions and non-governmental organizations. | IWMA              | Industry Working Group | 3.3               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 3

### Technical Resource on the Industry

2020 – 2025

#### Original Implementation Schedule\*

| Objective 3:<br>Technical Resource on the<br>Industry | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |
|-------------------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|---|---|---|---|--|--|--|--|
|                                                       | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |  |  |  |  |
|                                                       | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 |  |  |  |  |
| 3.5 Research & Development                            |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |

| Objective 3:<br>Technical Resource on the<br>Industry | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|-------------------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                       | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 3.5 Research & Development                            |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 4

### Fully Developed IWMA Organization

2020 – 2025

#### OBJECTIVE 4: FULLY DEVELOPED IWMA ORGANIZATION



#### Executive Summary

SLO IWMA will develop the IWMA Organization through updates to information systems and processes, development tools, and modernizing the staff structure to match the new organization. SLO IWMA will also be increasing its capacity via an expanded staff and new internship program. SLO IWMA will deepen the professional development of its staff through advanced industry trainings and certifications.

#### Implementation Plan

|     | Action Item                             | Collaborators                                       | Linked Objectives |
|-----|-----------------------------------------|-----------------------------------------------------|-------------------|
| 4.1 | <b>Systems</b>                          | Member Agencies, Haulers, Generators, Recyclist     | 1.7               |
| 4.2 | <b>Organizational Awareness</b>         | Member Agencies, Haulers                            | 2, 4.5            |
| 4.3 | <b>On-Boarding Manual</b>               | Board, Staff, Committees<br>Key Outside Contractors | 4.5               |
| 4.4 | <b>Recruiting Strategy</b>              | County HR, Member Agencies                          | 4.2, 4.5          |
| 4.5 | <b>Training/Industry Certifications</b> | Industry Organizations                              | 4.3, 4.4          |
| 4.6 | <b>Internship Program</b>               | Local Educational Institutions                      | 3.5, 4.4          |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 4

### Fully Developed IWMA Organization

2020 – 2025

#### Original Implementation Schedule\*

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|------------------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                      | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 4.1 Systems                                          |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 4.2 Organizational Awareness                         |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 4.3 On-Boarding Manual                               |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 4.4 Recruiting Strategy                              |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 4.5 Training/Industry Certification                  |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 4.6 Internship Program                               |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 4

### Fully Developed IWMA Organization

2020 – 2025

#### 4.1: Project Summary – Systems

SLO IWMA will organize, maintain, and develop systems to monitor, control, and report on the operations and programs of the IWMA and member agencies. IWMA should first review existing information systems and processes, documenting and implementing changes required for SB 1383 compliance. After current systems are reviewed and any gaps are identified, new information system technology should be procured, as necessary, and data should be transferred as appropriate.

#### TIPS

Conduct pilot user testing prior with any proposed new technology prior to procurement.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Collaborators                                 | Linked Objectives |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-------------------|
| 4.1.1 | <b>Review and Update Information Systems &amp; Processes:</b> Make necessary updates to ensure that information systems (e.g., reporting & recordkeeping systems, accounting systems) are compliant with SB 1383. Identify gaps in current information systems that must be supplemented by new tools. Document updated protocols for the flow of information from a data provider (e.g., Hauler) to an information system, and to a regulator (e.g., CalRecycle) as applicable. Document updated processes for quality control of system data. | Recyclist                                     | 1.7               |
| 4.1.2 | <b>Procure Technology:</b> Procure any additional technological tools required, based on gaps identified in 4.1.1. Confirm compatibility of new technology with current systems. Ensure budget for new technology is approved.                                                                                                                                                                                                                                                                                                                  | Information System<br>Technology<br>Providers | 1.7               |
| 4.1.3 | <b>Transfer Data:</b> Convert and transfer information to any new information systems as appropriate. Perform a data quality control review during and after the transfer.                                                                                                                                                                                                                                                                                                                                                                      | IWMA                                          | 1.7               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 4

### Fully Developed IWMA Organization

2020 – 2025

#### Original Implementation Schedule\*

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021     |   |   |   |             |   |   |   |                          |   |   |   |          |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |  |  |  |                |  |  |  |
|------------------------------------------------------|----------|---|---|---|-------------|---|---|---|--------------------------|---|---|---|----------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|--|--|--|----------------|--|--|--|
|                                                      | January  |   |   |   | February    |   |   |   | March                    |   |   |   | April    |   |   |   | May            |   |   |   | June           |   |   |   | July           |   |   |   | August         |   |   |   | September      |   |   |   | October        |   |   |   | November       |   |   |   | December       |   |   |   |                |   |   |   |                |  |  |  |                |  |  |  |
|                                                      | 1        | 2 | 3 | 4 | 1           | 2 | 3 | 4 | 1                        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 |                |  |  |  |                |  |  |  |
| 4.1 Systems                                          | Planning |   |   |   | Development |   |   |   | Negotiation/Stakeholding |   |   |   | Approval |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |  |  |  | Implementation |  |  |  |

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021     |   |   |   |   |   |   |   |   |    |    |    | 2022        |   |   |   |   |   |   |   |   |    |    |    | 2023                     |   |   |   |   |   |   |   |   |    |    |    | 2024     |   |   |   |   |   |   |   |   |    |    |    | 2025           |   |   |   |   |   |   |   |   |    |    |    |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |
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|                                                      | J        | F | M | A | M | J | J | A | S | O  | N  | D  | J           | F | M | A | M | J | J | A | S | O  | N  | D  | J                        | F | M | A | M | J | J | A | S | O  | N  | D  | J        | F | M | A | M | J | J | A | S | O  | N  | D  | J              | F | M | A | M | J | J | A | S | O  | N  | D  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |
|                                                      | 1        | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1           | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1                        | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1        | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 1              | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |                |  |  |  |  |  |  |  |  |  |  |  |
| 4.1 Systems                                          | Planning |   |   |   |   |   |   |   |   |    |    |    | Development |   |   |   |   |   |   |   |   |    |    |    | Negotiation/Stakeholding |   |   |   |   |   |   |   |   |    |    |    | Approval |   |   |   |   |   |   |   |   |    |    |    | Implementation |   |   |   |   |   |   |   |   |    |    |    | Implementation |  |  |  |  |  |  |  |  |  |  |  | Implementation |  |  |  |  |  |  |  |  |  |  |  | Implementation |  |  |  |  |  |  |  |  |  |  |  | Implementation |  |  |  |  |  |  |  |  |  |  |  | Implementation |  |  |  |  |  |  |  |  |  |  |  | Implementation |  |  |  |  |  |  |  |  |  |  |  | Implementation |  |  |  |  |  |  |  |  |  |  |  |

| LEGEND                   |
|--------------------------|
| Planning                 |
| Development              |
| Negotiation/Stakeholding |
| Approval                 |
| Implementation           |
| Ongoing Operation        |

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# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 4

### Fully Developed IWMA Organization

2020 – 2025

#### 4.2: Project Summary – Organizational Awareness

SLO IWMA will improve community, member agency, and industry understanding of their role, services, and benefits through various communication channels. The IWMA will coordinate its efforts with its Member Agencies to ensure consistent efforts and messaging throughout the IWMA Region.

**TIPS**

Develop an “elevator pitch” for communicating IWMA’s mission and services to community, and/or refine separate pitches for key stakeholder groups.

#### Implementation Plan

| Action Item |                                                                                                                                                                                                                                                                                                                       | Collaborators                           | Linked Objectives |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-------------------|
| 4.2.1       | <b>Member Agency and Industry Coordination:</b> The IWMA will coordinate with Member Agencies. The IWMA will also coordinate with the industry working group in a business-friendly manner.                                                                                                                           | Member Agencies, Industry Working Group | 3                 |
| 4.2.2       | <b>Community Education Prior to Enforcement Deadlines :</b> The IWMA will engage in community education to generators in a manner consistent with Objective 2.2 regarding SB 1383 compliance needs, while simultaneously educating generators about the IWMA’s role in SB 1383 compliance support to Member Agencies. | Member Agencies                         | 2                 |
| 4.2.3       | <b>Coordination for Enforcement:</b> When enforcement is necessary, the IWMA will coordinate with its participating agencies for further action either by the participating agency or, if delegated by a member agency, by the IWMA.                                                                                  | Member Agencies                         | 2                 |

#### Original Implementation Schedule\*

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |   |   |   |   |
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|                                                      | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |   |   |   |   |
| 4.2 Organizational Awareness                         | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021 |   |   |   |   |   |   |   |   |    |    |    | 2022 |    |    |    |    |    |    |    |    |    |    |    | 2023 |    |    |    |    |    |    |   |   |   |   |   | 2024 |   |   |   |    |    |    |    |    |    |    |    | 2025 |    |    |    |    |    |    |    |    |    |    |    |    |    |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
|------------------------------------------------------|------|---|---|---|---|---|---|---|---|----|----|----|------|----|----|----|----|----|----|----|----|----|----|----|------|----|----|----|----|----|----|---|---|---|---|---|------|---|---|---|----|----|----|----|----|----|----|----|------|----|----|----|----|----|----|----|----|----|----|----|----|----|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
|                                                      | J    | F | M | A | M | J | J | A | S | O  | N  | D  | J    | F  | M  | A  | M  | J  | J  | A  | S  | O  | N  | D  | J    | F  | M  | A  | M  | J  | J  | A | S | O | N | D | J    | F | M | A | M  | J  | J  | A  | S  | O  | N  | D  | J    | F  | M  | A  | M  | J  | J  | A  | S  | O  | N  | D  |    |    |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |    |
| 4.2 Organizational Awareness                         | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13   | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25   | 26 | 27 | 28 | 29 | 30 | 31 | 1 | 2 | 3 | 4 | 5 | 6    | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18   | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 4

### Fully Developed IWMA Organization

2020 – 2025

#### 4.3: Project Summary – On-Boarding Manual

SLO IWMA to develop on-boarding manuals and processes for new staff, board members, committee members, and key outside contractors. All on-boarding manuals should include, for example: an overview of IWMA’s mission, services, organizational chart, regulatory requirements (e.g., reporting) of the relevant onboarding group – including SB 1383 requirements, and the role of the applicable group in IWMA.

| TIPS                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Leverage the Board on-boarding manual as starting point to develop additional onboarding manuals.</li> <li>• Format on-boarding manuals for simple, frequent updating.</li> </ul> |

#### Implementation

#### Plan

|       | Action Item                                                                                                                                                                                                                                                                 | Collaborators                                                                       | Linked Objectives |
|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------|
| 4.3.1 | <b>Update Board Manual:</b> Complete new on-boarding manual for IWMA Board. Include Board-specific roles and responsibilities, such as parliamentary procedure.                                                                                                             | IWMA Executive Committee, IWMA Board                                                | 4.2               |
| 4.3.2 | <b>Develop Staff Manual:</b> Develop new on-boarding manual for IWMA staff. Include guidance for specific functions within the IWMA staff, such as legal, programmatic operation, and strategy. Integrate with general employee on-boarding training (e.g., HR procedures). | IWMA Staff, Legal Counsel                                                           | 4.5               |
| 4.3.3 | <b>Develop Committee On-Boarding Manuals:</b> Complete on-boarding manual for IWMA committees. This includes on-boarding for the Executive Committee, Industry Working Group, and the Local Task Force / TAC.                                                               | IWMA Executive Committee, Industry Working Group, Local Task Force / TAC Committees | 3.1, 3.2          |
| 4.3.4 | <b>Develop Contractor On-Boarding Manuals:</b> Complete new on-boarding manual for IWMA contractors. Provide on-boarding materials appropriate for, and specific to, functions that significantly rely on third parties (e.g., outreach).                                   | Key Outside Contractors/Stakeholders                                                | N/A               |





# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 4

### Fully Developed IWMA Organization

2020 – 2025

#### Original Implementation Schedule\*

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |
|------------------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|--|--|--|--|--|--|--|--|
|                                                      | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |  |  |  |  |  |  |  |  |
|                                                      | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 4.3 On-Boarding Manual                               |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|------------------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                      | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 4.3 On-Boarding Manual                               |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                   |
|--------------------------|
| Planning                 |
| Development              |
| Negotiation/Stakeholding |
| Approval                 |
| Implementation           |
| Ongoing Operation        |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 4

### Fully Developed IWMA Organization

2020 – 2025

#### 4.4: Project Summary – Recruiting Strategy

As staffing requirements increase for SLO IWMA, and many other jurisdictions, for SB 1383 implementation, the IWMA must be as proactive as possible and begin hiring a new managerial staff for SB 1383 implementation in January 2021. Then SLO IWMA is to develop a strategy for sourcing and developing additional local talent with solid waste industry expertise and create a recruiting strategy for securing talent outside of the County.

#### Implementation Plan

| Action Item |                                                                                                                                                                                                                                                                                                                                                                                                                             | Collaborators                                                          | Linked Objectives |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------------|
| 4.4.1       | <b>Develop Recruiting Strategy:</b> Draw on feedback from new managerial staff for SB 1383 and other staff to develop a workforce planning timeline for all new and vacant roles. Create strategy for attracting talent to apply for positions with IWMA, including proactive sourcing, and externally facing employee branding and culture. SLO IWMA will likely need to extend its recruitment efforts beyond the County. | Member Agencies                                                        | 4.2               |
| 4.4.2       | <b>Identify Workforce Development Opportunities:</b> Review prior IWMA recruitment data to identify common skills gaps that could be supplemented / alleviated by local workforce development programs. Reach out to Member Agency workforce development programs and academic institutions such as Cal Poly to identify existing programs that address the relevant skills gaps.                                           | Local Educational Institutions, Industry Associations, Member Agencies | 4.5               |

#### Original Implementation Schedule\*

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021     |   |   |   |             |   |   |   |                            |   |   |   |          |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |   |   |   |                |  |  |  |
|------------------------------------------------------|----------|---|---|---|-------------|---|---|---|----------------------------|---|---|---|----------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|--|--|--|
|                                                      | January  |   |   |   | February    |   |   |   | March                      |   |   |   | April    |   |   |   | May            |   |   |   | June           |   |   |   | July           |   |   |   | August         |   |   |   | September      |   |   |   | October        |   |   |   | November       |   |   |   | December       |   |   |   |                |  |  |  |
|                                                      | 1        | 2 | 3 | 4 | 1           | 2 | 3 | 4 | 1                          | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 | 1              | 2 | 3 | 4 |                |  |  |  |
| 4.4 Recruiting Strategy                              | Planning |   |   |   | Development |   |   |   | Negotiation/Stakeholdering |   |   |   | Approval |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |  |  |  |

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021     |   |   |   |             |   |   |   |                            |   |   |   | 2022     |   |   |   |                |   |   |   |                |   |   |   | 2023           |   |   |   |                |   |   |   |                |   |   |   | 2024           |   |   |   |                |   |   |   |                |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|------------------------------------------------------|----------|---|---|---|-------------|---|---|---|----------------------------|---|---|---|----------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|----------------|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                      | J        | F | M | A | M           | J | J | A | S                          | O | N | D | J        | F | M | A | M              | J | J | A | S              | O | N | D | J              | F | M | A | M              | J | J | A | S              | O | N | D | J              | F | M | A | M              | J | J | A | S              | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 4.4 Recruiting Strategy                              | Planning |   |   |   | Development |   |   |   | Negotiation/Stakeholdering |   |   |   | Approval |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   | Implementation |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 4

### Fully Developed IWMA Organization

2020 – 2025

#### 4.5: Project Summary – Training/Industry Certifications

SLO IWMA is to create specialized training plans for new and veteran staff. This training will occur on an on-going basis, and address skills gaps identified in the IWMA staff, as well as provide cross-training opportunities to ensure more effective IWMA services in the future.

#### TIPS

Provide staff with a formal mechanism for sharing learnings from offsite trainings with their colleagues.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                  | Collaborators                                  | Linked Objectives |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------------|
| 4.5.1 | <b>Develop Training Plans for Staff:</b> Conduct Skills/Expertise Gap Analysis to identify highest priority training opportunities for staff. Create tailored plans for professional development based on each employee and their role.                                                                      | IWMA Staff                                     | 4.4               |
| 4.5.2 | <b>Secure Solid Waste Industry Training/Certification:</b> Ensure designated staff obtain formal certification and training in solid waste, such as zero waste certification. Leverage trainings and certifications offered by industry associations such as SWANA, NAHMMA, and CRRA, for more junior staff. | Industry Associations                          | 4.4               |
| 4.5.3 | <b>Update IWMA-Specific Training:</b> Refresh training for IWMA tasks such as program operations, recycling education, inspections and monitoring, and internal policies for industry engagement.                                                                                                            | N/A                                            | 4.3               |
| 4.5.4 | <b>Update Government Process Training:</b> Refresh training for regulated procedures including training on government finance, the Public Records Act, and restrictions on Conflicts of Interest. Leverage local government training resources and associations where feasible.                              | Local Government Associations, Member Agencies | 4.4               |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 4

### Fully Developed IWMA Organization

2020 – 2025

#### Original Implementation Schedule\*

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |
|------------------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|--|--|--|--|--|--|--|--|
|                                                      | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |  |  |  |  |  |  |  |  |
|                                                      | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 4.5 Training/Industry Certification                  |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|------------------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                      | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 4.5 Training/Industry Certification                  |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 4

### Fully Developed IWMA Organization

2020 – 2025

#### 4.6: Project Summary – Internship Program

SLO IWMA will develop an internship program plan when feasible and appropriate. The internship program will enable IWMA to implement SB 1383 requirements more effectively, as well as support other IWMA objectives including improved recruitment, research and development, and organizational awareness.

**TIPS**

Determine whether proposed internships can fulfill any academic requirements and/or earn students' academic credit(s).

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                                                          | Collaborators                  | Linked Objectives |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------|
| 4.6.1 | <b>Develop Internship Program:</b> Determine functions interns will support (e.g., monitoring, recordkeeping/reporting, education), duration(s) of internships, supervisor(s) for each internship positions, and intern duties. If additional budget is required, secure funding approval                            | Local Educational Institutions | 4.4               |
| 4.6.2 | <b>Refine Internship Descriptions:</b> Identify and develop internship projects. Work with decisionmakers at potential partner organizations (e.g., faculty advisors) to align internship structure with partner organizations requirements (e.g., intern report-backs to academic institution, selection criteria). | Local Educational Institutions | 4.4, 3.5          |
| 4.6.3 | <b>Recruit Interns:</b> Post internships and select interns. Solicit feedback from interns to improve program on on-going basis.                                                                                                                                                                                     | Local Educational Institutions | 4.4               |

#### Original Implementation Schedule\*

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |
|------------------------------------------------------|---------|---|---|---|----------|---|---|---|-------|---|---|---|-------|---|---|---|-----|---|---|---|------|---|---|---|------|---|---|---|--------|---|---|---|-----------|---|---|---|---------|---|---|---|----------|---|---|---|----------|---|---|---|--|--|--|--|
|                                                      | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |  |  |  |  |
|                                                      | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 |  |  |  |  |
| 4.6 Internship Program                               |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |

| Objective 4:<br>Fully Developed IWMA<br>Organization | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
|------------------------------------------------------|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|
|                                                      | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 4.6 Internship Program                               |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA's draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



**SLO IWMA**  
**FINAL DRAFT ACTION PLAN: Objective 5**  
**Revise JPA**  
 2020 – 2025

OBJECTIVE 5: REVISE JPA



Executive Summary

SLO IWMA will revise its JPA to support implementation of the Strategic Plan, including delegating certain SB 1383 compliance tasks to IWMA. JPA documents include the Joint Powers Agreement, Memorandums of Agreement (MOAs) Between Member Jurisdictions (including Special Districts). Executive Committee Bylaws, and IWMA Rules & Procedures. Completion of the updates of all JPA documents should be executed in tandem to ensure legal and procedural alignment.

**TIPS**

Include JPA updates in on-boarding manuals (Objective 4).

Implementation Plan

|     | Action Item                        | Collaborators                                | Linked Objectives  |
|-----|------------------------------------|----------------------------------------------|--------------------|
| 5.1 | Update JPA Documents               | Member Agencies                              | 1.1, 1.2, 5.2, 5.3 |
| 5.2 | Update Executive Committee By laws | IWMA Executive Committee                     | 3.1, 3.2, 5.1      |
| 5.3 | Update IWMA Rules & Procedures     | Local Task Force/TAC, Industry Working Group | 5.1                |



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 5

### Revise JPA

2020 – 2025

### Original Implementation Schedule\*

| Objective 5:<br>Revise JPA to Support Strategic Plan | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
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|                                                      | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 5.1 Update JPA Documents                             |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 5.2 Update Executive Committee By-laws               |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |
| 5.3 Update IWMA Rules & Procedures                   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                   |
|--------------------------|
| Planning                 |
| Development              |
| Negotiation/Stakeholding |
| Approval                 |
| Implementation           |
| Ongoing Operation        |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 5

### Revise JPA

2020 – 2025

#### 5.1: Project Summary – Update JPA Documents

SLO IWMA is to conduct preliminary engagement with Member Agencies and CalRecycle on plans to update JPA.

#### Implementation Plan

|       | Action Item                                                                                                                                                                                                                                                                          | Collaborators                                | Linked Objectives |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------|
| 5.1.1 | <b>Draft New JPA:</b> Develop first draft of updated JPA based on the latest franchise agreements approved for SB 1383 compliance. Ensure alignment of JPA with IWMA ordinances, IWMA’s strategic plan, and SB 1383 requirements and related ordinances by May 2021.                 | Member Agencies                              | 1.1, 1.2          |
| 5.1.2 | <b>Collect Stakeholder Feedback:</b> Engage stakeholders, including member agencies, haulers, and community members, in review of the draft JPA. Reach out to IWMA Board for feedback.                                                                                               | Member Agencies, Haulers, General Public     | N/A               |
| 5.1.3 | <b>Revise JPA Draft:</b> Direct jurisdictions to consult with their legal counsel to ensure that the proposed JPA complies with the applicable legal requirements for delegating their authority to a JPA. Updates to the draft language will be made as needed.                     | Member Agencies                              | 5.2, 5.3, 5.4     |
| 5.1.4 | <b>Secure JPA approval from Member Agencies:</b> Member Agencies must each approve the updated JPA via their respective City Council or Board of Directors.                                                                                                                          | Member Agencies                              | 5.2, 5.3, 5.4     |
| 5.1.5 | <b>Revise MOAs:</b> Memorandums of Agreement for each member agency, including special districts, need to be updated to align with the updated Joint Powers Agreement. Collect feedback from member agencies and their legal counsels, updating MOA language as needed for approval. | Member Agencies (includes Special Districts) | N/A               |





# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 5

### Revise JPA

2020 – 2025

#### Original Implementation Schedule\*

| Objective 5:<br>Revise JPA to Support Strategic Plan | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
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|                                                      | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |
|                                                      | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1 | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 5.1 Update JPA Documents                             |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |   |   |   |   |  |  |  |  |  |  |  |  |

| Objective 5:<br>Revise JPA to Support Strategic Plan | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
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|                                                      | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 5.1 Update JPA Documents                             |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                   |
|--------------------------|
| Planning                 |
| Development              |
| Negotiation/Stakeholding |
| Approval                 |
| Implementation           |
| Ongoing Operation        |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 5

### Revise JPA

2020 – 2025

#### 5.2: Project Summary – Update Exec Committee By-laws

Executive Committee Bylaws and governance procedures will need to be updated with changes in the authority that the IWMA, including the Executive Committee, have after approval of an updated JPA. IWMA should approve these changes.

**TIPS**

Ensure definitions in updated bylaws align with updated JPA definitions.

#### Implementation Plan

| Action Item |                                                                                                                                                                                                                                                                                                                                                                                                                                        | Collaborators       | Linked Objectives |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------|
| 5.2.1       | <b>Draft Updates to Bylaws:</b> Review existing bylaws and governance procedures. Amend bylaws for current IWMA needs, considering the role of the Executive Committee, appropriate membership, voting rights for each member, and potential new standing committees (e.g., fiscal, policy). Additional considerations include, but are not limited to, officer duties, term limits, vacancies, subcommittees, and meeting procedures. | Executive Committee | 5.1               |
| 5.2.2       | <b>Secure IWMA Board Approval of Bylaws Updates:</b> IWMA is to approve proposed changes to the bylaws.                                                                                                                                                                                                                                                                                                                                | Executive Committee | 5.1               |

#### Original Implementation Schedule\*

| Objective 5:<br>Revise JPA to Support Strategic Plan | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |
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|                                                      | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |  |  |  |  |  |  |  |  |
|                                                      | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 5.2 Update Executive Committee By-laws               |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |

| Objective 5:<br>Revise JPA to Support Strategic Plan | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
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|                                                      | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 5.2 Update Executive Committee By-laws               |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

**LEGEND**

- Planning
- Development
- Negotiation/Stakeholdering
- Approval
- Implementation
- Ongoing Operation

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



# SLO IWMA

## FINAL DRAFT ACTION PLAN: Objective 5

### Revise JPA

2020 – 2025

#### 5.3: Project Summary – Update IWMA Rules & Procedures

Update and align IWMA Rules and Procedures with new JPA, including Rules and Procedures for the Local Task Force and Industry Working Group, and follow the timeline of the new JPA’s updates to ensure consistent language. Rules and procedure updates should be completed.

**TIPS**

Review and confirm which meetings should be open to nonvoting members, the public, etc., and what exceptions exist.

#### Implementation Plan

| Action Item |                                                                                                                                                                                                                                                                   | Collaborators                                | Linked Objectives |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------|
| 5.3.1       | <b>Update IWMA Rules &amp; Procedures:</b> Revise protocols that are impacted by the JPA revisions. These may include but are not limited to internal/external reporting processes, voting procedures and requirements, and notice requirements.                  | Member Agencies                              | 5.1               |
| 5.3.2       | <b>Review Conflict of Interest Code:</b> Review IWMA Conflict of Interest Code – last revised in 2019 - and revise if appropriate.                                                                                                                                | Member Agencies                              | 5.1               |
| 5.3.3       | <b>Formalize Roles of Committees/Groups:</b> Establish formally documented roles and responsibilities (“charter”) for Local Task Force/TAC, and Industry Working Group. The local task force should include representatives from nonprofits and public officials. | Local Task Force/TAC, Industry Working Group | 3.1, 3.2          |

#### Original Implementation Schedule\*

| Objective 5:<br>Revise JPA to Support Strategic Plan | 2021    |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |
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|                                                      | January |   |   |   | February |   |   |   | March |   |   |   | April |   |   |   | May |   |   |   | June |   |   |   | July |   |   |   | August |   |   |   | September |   |   |   | October |   |   |   | November |   |   |   | December |   |   |   |  |  |  |  |  |  |  |  |
|                                                      | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1     | 2 | 3 | 4 | 1   | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1      | 2 | 3 | 4 | 1         | 2 | 3 | 4 | 1       | 2 | 3 | 4 | 1        | 2 | 3 | 4 | 1        | 2 | 3 | 4 |  |  |  |  |  |  |  |  |
| 5.3 Update IWMA Rules & Procedures                   |         |   |   |   |          |   |   |   |       |   |   |   |       |   |   |   |     |   |   |   |      |   |   |   |      |   |   |   |        |   |   |   |           |   |   |   |         |   |   |   |          |   |   |   |          |   |   |   |  |  |  |  |  |  |  |  |

| Objective 5:<br>Revise JPA to Support Strategic Plan | 2021 |   |   |   |   |   |   |   |   |   |   |   | 2022 |   |   |   |   |   |   |   |   |   |   |   | 2023 |   |   |   |   |   |   |   |   |   |   |   | 2024 |   |   |   |   |   |   |   |   |   |   |   | 2025 |   |   |   |   |   |   |   |   |   |   |   |
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|                                                      | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D | J    | F | M | A | M | J | J | A | S | O | N | D |
| 5.3 Update IWMA Rules & Procedures                   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |   |   |   |

| LEGEND                     |
|----------------------------|
| Planning                   |
| Development                |
| Negotiation/Stakeholdering |
| Approval                   |
| Implementation             |
| Ongoing Operation          |

\*This implementation schedule, along with all implementation schedules provided in this Plan, reflect the original schedules proposed in the IWMA’s draft Plan of February 2021. Since the development of these original implementation schedules, some objectives have been completed, and some current timelines have been revised.



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# Fiscal & Resource Impacts



## FISCAL IMPACT

This plan is estimated to increase the annual operating costs of the IWMA and member agencies by approximately \$1,190,000 per year. The new costs are a result of the expanded IWMA responsibility under SB 1383 for education, monitoring, contamination management, and reporting under the law. In 2024, an enforcement component will be required, and that cost will be borne by each member agency either as added staff or additional workload for existing code enforcement and legal staff. All other strategic plan elements were designed to leverage off existing resources or resources that will be required because of SB 1383. The new costs and staffing requirements are summarized in Figure 1 below and described in greater detail below.



**Figure 1 – Summary of Estimated New Costs and Staffing Requirement**

| Spend Category                     | Annual Cost Estimate |                     |
|------------------------------------|----------------------|---------------------|
| Salaries and Benefits              |                      | \$ 389,000          |
| Reporting                          |                      | \$ 57,000           |
| Education                          | \$ 79,000            |                     |
| Monitoring                         | \$ 300,000           |                     |
| Subtotal: Education and Monitoring |                      | \$ 379,000          |
| Other SB 1383 Expenditures         |                      | \$ 365,000          |
| <b>Total New Costs</b>             |                      | <b>\$ 1,190,000</b> |

### Education

The IWMA has a robust education and outreach program including collateral materials, a school education program, facility tours, and a business technical assistance program. These form a solid foundation to support the implementation of the strategic plan. Some of those resources (especially technical assistance) may need to be reallocated and focused in 2021 and 2022 on supporting businesses and multi-family customers in adoption of the new services required by SB 1383. The new costs reflected in this category include:

1. Annual Source Separation Mailer: This includes design, printing, and distribution costs to all generators in the IWMA Region for the annually required source-separation education.
2. Edible Food Recovery Mailer: This includes design and printing costs to all Edible Food Generators and Food Recovery Services/Organizations in the IWMA Region. Distribution is intended to occur as part of technical assistance and/or inspection of Edible Food Generators under the “Monitoring” section.
3. Contamination Education: This includes the cost of designing, producing, and distributing an educational tag informing the generator of the contamination identified in their container(s) and the proper placement of those materials in the future.

## Monitoring

The IWMA has not historically taken an active role in monitoring performance data for programs operated by the member agencies' franchised waste haulers. This is a significant element of the jurisdictional requirements under SB 1383 and will require new people, processes, and systems for the IWMA to meet these requirements. The new costs reflected in this category include:

1. Annual Desk-Based Compliance Review: This includes gathering and analyzing data on all commercial and multi-family service levels and identification of any generators who do not currently subscribe to or have a waiver for recycling and/or organics services. This also includes time to provide education to any non-compliant entities to notify them of the requirements and their options for compliance. There is a wide range of estimated costs for this program due to the lack of understanding of the haulers' current data systems and significant risk associated with managing data from more than 20 different franchises on a quarterly basis.
2. Edible Food Recovery Inspections: This includes gathering data about food serving businesses in the IWMA Region, identifying regulated food generators and recovery services/organizations, and performing an annual on-site inspection at each location to determine compliance with the edible food recovery requirements. This budget assumes that there is adequate capacity in the edible food recovery system and that no additional funding will be required from the IWMA to expand capacity.
3. Self-Haul and Self-Management Monitoring: This includes monitoring of and gathering data from each multi-family or business that either self-hauls or self-manages their organic waste. This involves tracking all such properties that use a landscaper who hauls material away from the property and every grocery store or chain that back-hauls their organics to a central receiving location.
4. Waiver Administration: This includes administering waivers that generators can be granted under specified conditions (e.g. low-population, de-minimis, and space constraint). Waivers must be reviewed for validity and inspected periodically to verify that the condition is persistent over time.
5. Investigation of Complaints: This includes conducting and documenting investigations of any reasonable complaints related to a generator, property owner, or hauler not complying with SB 1383 requirements. Most initial complaints will be related to a tenant or customer lacking access to recycling and organics services that should be provided by the property owner. Starting in 2024, these complaints will include the IWMA's outreach, inspections, assistance, and education in an effort to avoid escalation to enforcement.

## Reporting

The IWMA has historically prepared the annual reporting for AB 939, however SB 1383 will require a significant expansion in regulatory reporting to CalRecycle, with ten new reporting areas added under SB 1383 and the obligation to track and report data distinctly by jurisdiction. The costs reflected in this category are the costs related to data management and reporting only; the costs related to monitoring and data gathering are reflected in other costs above. The new costs reflected in this category include:

1. Cloud-Based Tracking & Reporting Software: This includes the cost of acquiring and configuring a cloud-based system for tracking the data required for SB 1383, including all reporting capabilities described in numbers 2 through 10 below.



2. Implementation Record: This includes the data gathering, organization, and maintenance of all items required to be maintained in the implementation record for all of the jurisdictions within the IWMA Region.
3. Generator Collection Services Reports: This includes all reporting required by SB 1383 related to the collection services provided to all regulated generators in the IWMA Region, including waivers granted to generators.
4. Contamination Monitoring Reports: This includes all reporting required by SB 1383 related to the contamination monitoring program described above.
5. Education & Outreach Reports: This includes all reporting required by SB 1383 related to the education and outreach performed by the IWMA, haulers, jurisdictions, or others that supported implementation of SB 1383.
6. Hauler Reports: This includes all reporting required by SB 1383 related to the regulation and monitoring of haulers and self-haulers in the IWMA Region.
7. Green Building Reports: This includes all reporting required by SB 1383 related to compliance with the CALGreen building code standards. This assumes that all jurisdictions' building/permit counters are participating in uploading data to the cloud-based platform to maintain the records throughout the year, thereby minimizing the effort at the time the reports are due.
8. Edible Food Recovery Reports: This includes all reporting required by SB 1383 related to the implementation, development, education, and monitoring of regulated edible food generators, food recovery services, and food recovery organizations within the IWMA Region.
9. Organic Product Procurement Reports: This includes all reporting required by SB 1383 related to the purchasing of: i) qualified recovered organic waste products; and, ii) recycled content paper products by jurisdictions. This assumes that all jurisdictions' purchasing departments are participating in uploading data to the cloud-based platform to maintain the records throughout the year, thereby minimizing the effort at the time the reports are due.
10. Monitoring & Enforcement Reports: This includes all reporting required by SB 1383 to document the IWMA and jurisdictions' efforts to monitor programs and enforce the requirements of the mandated ordinances.





## FUNDING

In order to fund these new and ongoing expenses, the IWMA will need to increase revenues. This requires modification to one or more of the existing fees collected by the IWMA. This issue has been the focus of a recent audit and recommendations. As a result, this plan will not go into detail on the recommended changes to the fee system except to support the recommendations provided therein.

IWMA financial staff should closely monitor the IWMA's actual experience with cost increases and revenue changes as these fee changes and the strategic plan are implemented. The percentage of this fee may need to be adjusted (up or down) to ensure that it is providing adequate revenue to cover costs and a reasonable reserve, but is not generating excessive reserves.



## STAFFING

The IWMA has historically been a small agency, often with only one or two employees and a reliance on outside contractors to perform core functions. The staff has grown recently to ensure professional management of financial matters and increased administrative support. This strategic plan and the requirements of SB 1383 will demand more from the IWMA and the human resources will be critical to the success of the IWMA in achieving its mission.

Figure 1 above on page 65 illustrates the additional funding resources that will be required by functional area, with a total new labor requirement of 5,427 additional hours per year. This is approximately 3 new full-time equivalents after considering training, administrative, and leave hours.

Based on the type of work and competencies required, HF&H recommends adding the following mix of staffing or contractors. These new staffing resources will work primarily on SB 1383, but certain current responsibilities of the Executive Director and Deputy Director may be delegated to new staff in order to create senior management capacity to oversee the implementation of SB 1383.

**Figure 2: Recommended Staffing Positions**

| Position                                               | Target Date  | Role                                                                                                                                                                                                                                  |
|--------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SB 1383 Program Manager</b><br>3-5 Years Experience | Feb-Mar 2021 | Responsible for managing all projects and staff associated with the IWMA's implementation of SB 1383. This should be a full-time employee.                                                                                            |
| <b>Program Coordinator</b><br>Entry Level              | Jul-Aug 2021 | Responsible for supporting existing (HHW, education, outreach) and new (SB 1383) programs. This could be an employee, contract, or intern position but likely requires ~40 hours per week.                                            |
| <b>Management Analyst</b><br>2+ Years Experience       | Jul-Aug 2021 | Responsible for implementing monitoring, recordkeeping, and reporting systems required by state law (HHW, AB 939, SB 1383, AB 901, etc.) and to track IWMA revenues from haulers and facilities. This should be a full-time employee. |



