



# Agenda Report

**TO:** CCCSWA BOARD OF DIRECTORS  
**FROM:** PAUL MORSEN, EXECUTIVE DIRECTOR AND  
AUTHORITY STAFF  
**DATE:** APRIL 19, 2010  
**SUBJECT:** **DRAFT ACCOMPLISHMENTS REPORT FOR FISCAL YEAR 2009/10 AND  
DRAFT GOALS AND TASKS/PLANS FOR FISCAL YEAR 2010/11**

## SUMMARY

Each spring, the Central Contra Costa Solid Waste Authority staff appraises the Finance Committee and the Board of Directors of the accomplishments made towards goals established by the Board. At past Board planning workshops in September 2008, and February 2009—the Authority’s Mission Statement was refined and as well—the Board identified four areas for the staff to concentrate their efforts: Organizational Excellence, Public Education and Outreach, Diversion and Rate Setting. Accordingly, the attachment to this staff report presents accomplishments in each of those areas. Additionally, as a part of the same attachment, staff has set forth the tasks, plans and goals we propose to undertake and accomplish in the coming fiscal year. Finally, where those activities have budgeting implications for the 2010/11 fiscal year, they are set forth on the same chart. **This report has been presented to the Finance and Administration Committee and has been recommended for inclusion in this month’s Board Meeting. Input obtained from the Committee is included in bold face type.**

## RECOMMENDED ACTION

1. Review report, provide input as appropriate. Staff is available for questions.

## DISCUSSION

Within each of the above listed areas of concentration, in pursuit of the goals set by the Board, were ongoing tasks and unexpected matters as well as unplanned issues that required staff effort to deal with, such as the customer service issues that surfaced with Waste Management. This report is a snapshot at this point in time outlining Authority’s major activities which we have completed or expect to have completed by fiscal year’s end.

All accomplishments are therefore listed under the broad areas—Organizational Excellence, Public Education and Outreach, Diversion and Rate Setting—to which the Board has directed our efforts. The attachment to this report sets forth work towards the year’s goals including the ongoing, the unplanned and routine activities dealt with, the goal area they were/are related to, what was accomplished and their status as of this writing or expected by the end of the fiscal year. Moreover, since all these activities will, to a greater or lesser extent, be continuing into the next fiscal year, the attachment outlines the activities on their behalf continuing into the

2010/11 fiscal year. And, where specific budget monies need to be allocated, the proposed estimated budget for them has been provided for the Board's information. Of course the draft budget for FY 2010/2011 includes these amounts but by placing the costs in a report of what was accomplished and what is proposed for accomplishing in the next budget year, it is hoped, we will provide the Board with a sense of the continuity of efforts necessary to manage solid waste and diversion programs effectively from year-to-year.

## **ALIGNMENT OF MISSION WITH ACCOMPLISHMENTS**

CCCSWA's Mission is to "develop and deliver high quality, cost effective solid waste reduction, recycling and reuse programs that provide and promote sustainability in our communities." Staff believes that our accomplishments for 2009/2010 and those for the next twelve months, as outlined in the attached chart, have (or will) further our goals and are aligned with our mission:

### **Organizational Excellence**

The overarching goal of promoting organizational excellence is to ensure that the CCCSWA is a leader in the industry and utilizes its capital and human resources to provide the most effective programs to our ratepayers.

An organization working as an effective team is the foundation upon which excellence is built and excellence can only be realized if we can deliver a high level of customer service. Staff closely monitors our contracts in order to provide innovative programs and exceptional customer service at a reasonable cost, while constantly striving for program improvement. We have prioritized staff team building for this budget period and continue to work to improve and refine our team efforts in the coming fiscal year and have budgeted funds to accomplish this. These two goals are chief in achieving excellence for the CCCSWA. Striving for and achieving Organizational Excellence also serves the end of succession planning as an agency held in high esteem within its industry results in skilled professionals wanting to be a part of the success; this is operative at all levels of staffing.

### **Diversion**

Part of being an industry leader rests with developing innovative programs and setting diversion standards for the agency that not only set the agency apart, but are both achievable and sustainable. We are continuing to investigate and implement improvement opportunities for enhanced diversion. The new commercial food waste recycling program is one example of how the CCCSWA is leading in innovation. The past few CIWMB diversion reports indicate a need to increase the diversion of various commodities (**including white paper, Kraft paper, cans, glass and plastic bottles, C & D waste, low-grade paper and organics**) within the commercial waste stream and that has been a feature of our current work and will continue in the coming fiscal year. Indeed, we now enjoy having exceeded the current AB939 requirements. We are not, however, resting on our laurels; we will continue to improve and increase diversion activities. Our tasks and plans for the coming fiscal year are, in large part, directed towards this end.

### **Public Education and Outreach**

Engaging and educating our residents and businesses about solid waste reduction and recycling are the basis for attaining our diversion goals. Focus is on maintaining a consistent message in order to effectively motivate the public such as the monthly newspaper column authored by staff member Lois Courchaine. Farmer's Market's within our service area are furnished with informational brochures for the attending public. Our redesigned newsletter and website have a consistent appearance and will carry over into additional outreach pieces. Staff is increasing its presence at member agency community events, in order to improve public awareness of waste reduction and recycling programs and has budgeted funds for this purpose in the 2010/2011 budget year. Staff is proposing some innovative programs next fiscal year that involve or incorporate outreach to our customers.

**Rate Setting**

One of the key components of our Mission Statement is to deliver “cost effective programs.” Being able to measure the effectiveness of current programs as well as striving for new and innovative programs that are aligned with our goals and strategies is a priority. The setting of rates that are reasonable to provide the high level of customer service we strive for is critical. Rate setting to include our commercial food waste program in our commercial rate base has been included in rates for RY6. By spreading the costs for this important program throughout the commercial rate base, the Board has mirrored the residential rate base as garbage rates can be lowered by high participation in available recycling activities. We use best practices to further improve our programs and minimize costs. Staff continues seeking input from other agencies around redesigning our commercial recycling system to be more effective than the current permit system in order to maximize diversion at minimum cost.

**ATTACHMENTS**

- A. 2009/10 Accomplishments and 2010/11 Tasks and Goals for Public Education and Outreach
- B. 2009/10 Accomplishments and 2010/11 Tasks and Goals for Organizational Excellence
- C. 2009/10 Accomplishments and 2010/11 Tasks and Goals for Rate Setting
- D. 2009/10 Accomplishments and 2010/11 Tasks and Goals for Diversion