

**SUMMARY INDEX
SOLID WASTE ADVISORY COMMITTEE MEETING #2
OF THE
SANTA FE SOLID WASTE MANAGEMENT AGENCY
JANUARY 27, 2010**

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SFC CLERK RECORDED 02/18/2011

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**PUBLIC MEETING OF THE
SOLID WASTE ADVISORY COMMITTEE MEETING #2
OF THE
SANTA FE SOLID WASTE MANAGEMENT AGENCY
Room 1
Genoveva Chavez Community Center
January 27, 2010**

I. CALL TO ORDER AND ROLL CALL

A meeting of the Solid Waste Advisory Committee of the Santa Fe Solid Waste Management Agency, for the Comprehensive Solid Waste Management Plan, was called to order, on Wednesday, January 27, 2010, at approximately 1:00 p.m., in Room 1, Genoveva Chavez Community Center, 3221 Rodeo Road, Santa Fe, New Mexico.

MEMBERS PRESENT:

SFSWMA – Randall Kippenbrock, Executive Director
Santa Fe County – Oliver Barela, Solid Waste Division Manager
Santa Fe County – Robert Martinez, Public Works Director
City of Santa Fe – Katherine Mortimer, Supervising Planner
City of Santa Fe – Bill DeGrande, Solid Waste Division Director
City of Santa Fe – Vivian Martinez, Assistant Solid Waste Division Director
Waste Haulers – Victor Montano, Owner Santa Fe Waste Services
City At-Large Resident – Neva Von Peski
County At-Large Resident – Walter Wait
County At-Large Resident – Douglas Clark
Institutions – Larry Dennis, St. Vincent Hospital
State of New Mexico – Auralie Ashley-Marx, Bureau Chief, NMED/Solid Waste Bureau
Sustainable Santa Fe Commission – Kim Shanahan
Business Groups – Vicki Pozzebon and Kathleen Chambers, Santa Fe Alliance
Business Groups – Simon Brackley, President, Santa Fe Chamber of Commerce
Recycling Advocacy Org. – English Bird & Sarah Pierpont, New Mexico Recycling Coalition
Schools – Richard Pitman, Santa Fe Public Schools
Environmental Organizations – Angela Harris, Earth Care International
Reuse Organizations – Simone Ward, Res. Dir., and Gifford Stack, Habitat for Humanity
Caja del Rio Area – George Collins

MEMBERS EXCUSED:

Private Recyclers – Martha Reyes, Durango McKinley Paper Co.
City At-Large Resident – Nancy Judd

CONSULTING TEAM

Richard Hertzberg, Zia Engineering and Environmental Consultants
Julia Barnes, SWAC Facilitator
Justin Stockdale, Recycled Revival.

STAFF PRESENT:

Randall Kippenbrock, Executive Director – SWMA
Jody Gonzales – SWMA
Melessia Helberg, Stenographer

There was a quorum of the membership in attendance.

II. INTRODUCTIONS

Richard Hertzberg introduced Hank Rossoff, Zia Engineering & Environmental Consultants, who is in charge of what happens in Northern New Mexico. He said, although Mr. Rossoff isn't a member of this Committee, he invited him to attend so he can get a sense of the nature of this project.

Mr. Hertzberg said the errors in calculations from the first set of materials have been corrected. He said the numbers in the draft plan have been corrected in terms of recycling.

- (A) **SWAC MEMBER GEORGE COLLINS FOR THE CAJA DEL RIO/LAS CAMPANAS AREA.**
- (B) **JULIA BARNES, SWAC FACILITATOR.**

Julia Barnes, Facilitator, introduced herself, gave a brief overview of her experience, items which will be considered, and her expectations for the meeting.

III. APPROVAL OF THE AGENDA

MOTION: Walter Wait moved, seconded by Bill DeGrande, to approve the agenda as published.

VOTE: The motion was approved unanimously on a voice vote.

IV. APPROVAL OF MINUTES FOR MEETING #1 – NOVEMBER 18, 2009

MOTION: Bill DeGrande moved, seconded by Vivian Martinez, to approve the minutes of the meeting of November 18, 2009, as submitted.

VOTE: The motion was approved unanimously on a voice vote.

V. APPROVAL OF AMENDED BY-LAWS AND OPERATING PROCEDURES

Mr. Hertzberg reviewed the changes to the By-Laws, which are contained in the Committee Packet, noting the changes were made in response to Mr. Wait's suggestions at the previous meeting, and the addition of new member[s] to the Committee.

MOTION: Gifford Stack moved, seconded by Bill DeGrande, to approve the amended By-Laws and Operating Procedures as presented.

VOTE: The motion was approved unanimously on a voice vote.

VI. REVIEW OF CSWMP PROJECT STEPS (CONSULTANT TEAM)

Mr. Hertzberg noted the scope of work has been sent to the Committee. He said we are now at Steps C, D and E, noting the first thing we will do today is to review the advantages and disadvantages on page 2 of the packet. Hopefully, we will get all the way to Step E. At this point, he and Mr. Stockdale will be drafting the first draft Plan which will contain all the material presented so far, plus their initial evaluation of all the recommendations. The draft plan will come back to this Committee at the next SWAC meeting.

VII. SYSTEM ASSESSMENT AND NEEDS ANALYSIS (FACILITATOR)

Ms. Barnes distributed copies of "The Roadmap," which is incorporated herewith to these minutes as Exhibit "1."

Ms. Barnes reviewed the information in Exhibit "1." Please see Exhibit "1" for specifics of this presentation. Ms. Barnes noted that Mr. Kippenbrock has advised her that he wants to take the final document which comes out of this process and implement it year-by-year for the next five years, noting that this process is a 20 year planning process for Mr. Kippenbrock.

The Committee asked questions and made suggestions as follows:

- **What is a mature system?** Mr. Stockdale said it is a system which is fully utilizing the resources available to it. In this sense, the BuRRT system is an immature system, because it has capacity that is not being utilized.
- **Is the landfill itself also not a mature system?** Mr. Stockdale it is more mature than BuRRT, but it does have capacity which isn't being utilized – space, air space, real estate. It has the potential to incorporate more waste than it currently does, and to do more programs. He said it is mature in that it is handling all the waste it was designed to handle, but has the potential to handle more and different sources.
- **Does “fully utilize partners within the private sector,” include non-profits?** Ms. Barnes said including non-profits is a good change which needs to be made.
- **Suggestion that “C & D Recovery,” is not the right words/concepts.** It was suggested to use instead, “C & D Diversion.”
- **Suggestion to insert “the desire for the City and the County to utilize recyclables to the best advantage, through ordinance and such.”** Mr. Hertzberg said this is a specific program or policy and it will come later. Ms. Barnes said she would like to add this suggestion to things which this group will consider, which is implementation, including ordinances.
- **Hazardous waste is moving forward at BuRRT in theory. What about hard to recycle items.** Mr. Stockdale said it is down the road, and this is an element of a mature system.

(A) IDENTIFY ADVANTAGES/STRENGTHS, DISADVANTAGES/WEAKNESSES OF EXISTING SOLID WASTE MANAGEMENT SYSTEM

A copy of Table 2 as amended by the Committee during the following discussion, is incorporated herewith to these minutes as Exhibit “2.”

Mr. Hertzberg said the Table 2 on page 2, is the consultants' assessment of the positives and negatives of the current system for Committee comment. Mr. Hertzberg reviewed the information in Table 2.

The consultant team and the Committee commented, made suggestions and asked questions as follows:

- Mr. Hertzberg said a basic, fundamental question is what you would like to have this solid waste system to do. He said the consultants have no agenda, and it is okay if the final decision is that the existing system is good and the status quo is okay. There is no pre-formulated notion as to where it goes. Their role is to give their best recommendation.
- Mr. Hertzberg said the fact that BuRRT is in place is an excellent asset, and the fact it can handle more materials is an asset. The fact that it isn't handling what it was intended to do means it is under-utilized and they would say it is an under-utilized resource and you, as the Committee, have to decide what you want to do with it.
- Mr. Hertzberg said, regarding the Landfill, there is no disposal crisis, which can be good or bad. He said in that sense, it is an underutilized resource.
- Mr. Hertzberg said, regardless of the initiatives we develop, the issue is how they will be funded and who implements them. He said these two questions are never realistically addressed. There is a lot of discussion about what people want to do, what we should do, but there is very little discussion about who pays and who carries out the initiatives. Currently, there are not sufficient assets to carry out a huge increase in recycling. There is not sufficient money or personnel. There is no recycling coordinator in the County, and there is no education person. The City/County are "strapped" for funds. The landfill is totally self-sustaining, supporting itself with fees on tonnage. As the tonnage decreases so do the revenues. We need to bear this in mind as we look at more specific ideas.

Mr. Hertzberg said the landfill can take more tonnage, and it could generate more funds for recycling or other activities by accepting more tonnage.

- Mr. Hertzberg said in #6, in advantages, the City has a fairly substantial composting facility, but it is underutilized in the sense that the amount of materials going into it is far less than its actual capacity.
- Mr. Hertzberg said there are 3 large capital resources, but there is not an adequate or strong collection system or set collection procedures to feed the material into the resources to maximize their use to the total system.
- Mr. Hertzberg said the City has adopted a 33% recycling goal by 2012. The City is disposing 65,000 to 70,000 tons per year, and to meet the 33% goal, would mean an additional 20,000 to 25,000 tons of materials each year. He said we don't have the numbers from private recyclers, so these numbers reflect what the City and County are doing, noting it is a fluid number and not totally accurate.

Mr. Stockdale said he understands it is 10-15%, but we don't know how much is from the City and County and what is coming from other sources. The City reported 4,400 tons of recycling last year which compares to 70,000 tons of disposal which is less than 10%. He said this isn't a fair recommendation. For example, we collect Walmart's trash, but not their cardboard. He said unless the group decides that capturing this number rises to the level of importance to displace other activities, he doesn't believe the investment is worth the time and energy.

- Mr. Hertzberg said one of the options they presented is whether you want a County-wide recycling goal, and if so, you have to have a way to measure it, and determine what will be counted and not counted. The State has no specific state-wide recycling goal, partly because of the reasons relating to data collection. He said it comes back to how it is defined.

Mr. Hertzberg said historically, private collectors have been reluctant to provide numbers to government agencies unless they are guaranteed confidentiality, or they are mandated to do this. He said we will consider this later when we decide where to go. He said part of the process is going to be what is and isn't realistic. He said often ideas are suggested without knowing what is involved. He said this can be phased-in. He spoke about the way it is done in Oregon, but it isn't a mandate. He said it isn't his job to work out the methodology. If you want to do this, they can give ways that could be done and what is involved

- Ms. Von Peski said whether or not it's worth while to collect information from private haulers depends partly on why we want to recycle. If the purpose is to keep stuff out of the landfill, then all you care about is what the City is collecting, versus what is put into the landfill. We don't care if Walmart sends its cardboard out of State, it is what is not going to the landfill.

Mr. Hertzberg said he disagrees. However, we will be getting to specific initiatives later, and he wants to stick to more general ideas right now. He said it is good to have that information, whether or not it is counted. He said, secondly, you have to determine what the goal means – what materials do you want to count as part of the recycling numbers for the City/County. For example do you want to count car bodies, scrap metal, waters and such toward the 33%.

- Simon Ward asked if we have a sense of where or who isn't recycling – are there areas not stepping up and recycling.
- Mr. Stockdale said the quickest way to do that is to spend a day at the landfill and identify where the trucks are coming from. He said the commercial sector, he believes, isn't recycling to capacity. He said none of the generators of trash in the system are achieving

even a fraction of potential for diversion. He said this goes to the development of a mature system.

- Mr. Hertzberg said currently there is a vacancy with SWMA for an education coordinator which isn't filled. The current personnel are maxed out in term of duties. It is necessary to identify a revenue stream to pay for the program and personnel to do this work.
- Vivian Martinez said the City just started its Pay As You Throw program [PAYT]. It is hoped this will force people to recycle because they will be charged for whatever they throw out.
- Bill DeGrande said the City is experiencing funding problems at this time. He said the Solid Waste Division is an enterprise fund, and they do their own budget. The Division is not supported by the General Fund, and in fact the General Fund takes funds from the Division. The Division is in a position to fund some things other City departments can't do it right now. However, we aren't going to do it alone, and this is the reason we are meeting here today. He said whatever is funded has to be shared with the other partners.

With regard to the composting facility, it can't keep up with the sludge from the Wastewater Treatment Plan. He said this needs to be looked at, before it is put into the plan.

Mr. Stockdale has invited Bryan Romero to attend the next SWAC and present information on that facility, its capacity, its future, with an opportunity for the Committee to ask questions.

- Mr. Hertzberg said, to him, the "total waste stream is the total waste stream," and includes everything from the City that goes to Caja del Rio, whether City/County/private hauler. The question is what is the baseline. He said you could say the goal will apply to the waste stream which is handled by the City and County, which would be easier to track. He said this will leave a lot of the Construction & Demolition [C&C] waste which is hauled privately.

Mr. Hertzberg said there are no common definitions about what should and should not be counted. There is an EPA definition which goes to the regular garbage of municipal solid waste, noting C&D and auto bodies aren't categorized this way. He said they will spell out some of these things.

Ms. Barnes said if you do want to down that path, you will need to figure out how to address that, and asked to put off discussion of this for a while. She asked the group to break-out into small groups and add to Table 2.

The Committee broke-out into small groups from 1:50 p.m. to 2:00 p.m.

The Committee made the following suggestions to amend Table 2 [please see Exhibit "2" for the results of the following exercise]:

– Advantages:

Santa Fe County just amended its ordinance so there is no charge for recycling to encourage people to recycle. Santa Fe County is the only governmental entity in the State which has banned material, and the ordinance requires recycling of cardboard.

The City and County, through its JPA, have developed a breadth and depth of knowledge and experience in recycling and solid waste management which few communities in New Mexico possess.

The contractors at construction sites do want to recycle, and recognize the waste they are creating and are stymied by their inability to recycle.

The City of Santa Fe has cut the recycling costs for commercial in half. Another advantage is the PAYT.

The landfill has two special waste permits, one is for petroleum contaminated soils and the other is to collect sludge.

– Disadvantages:

The educational piece is missing.

There are no mandates incentives for private C & D haulers or construction sites, nor active connection activity between C & D waste and existing markets for its waste, and the C & D markets are not being developed. No consensus based metric is being utilized for measuring diversion. [14, 15, 16].

The City will not allow specialized private collection, and there are people who are ready to open small factories and would be willing to contract privately to pick up at the curb, but the City doesn't allow it.

Mr. Hertzberg reminded the group of another layer which needs to be considered. He said if the Committee is going to adopt the priorities about the system expanding the level of waste

structure recycling, and you are going to develop a lot of options, alternatives and suggestions which are specific, we need to consider the waste stream to be targeted, who will take the initiative to do these things and who will pay. He is hearing a lot about what the Agency should do, and there needs to be consideration about what the private and non-profits are going to do.

Ms. Barnes said she wants to hold these kinds of thoughts. At this time, she just wants ideas.

Mr. Stockdale said the point Mr. Shanahan is making is that the City Franchise Ordinance does not allow private and third party collections of recyclables, and the City Franchise gives the City exclusive right to collect garbage and to allow any disposable waste to go the landfill, but recyclables are not part of that franchise. So, any business can come to Santa Fe tomorrow and pick up material for recycling, diversion and related activities. There is no prohibition.

The Committee continued to list disadvantages:

- Emphasize #4 which is huge.
- The reassessment of new technology is not being explored to its full extent. Ms. Barnes said this piggy-backs on another point which is that other states are solving some of these problems and we haven't maximized using that, and there is no system for reassessing new technologies periodically.
- There is limited state leadership for diversion/recycling, such as the bottle bill [18]. Ms. Barnes said there are a lot of tensions in this conversation, and this is one of them. If you reduce the tonnage, you reduce the revenue, and there's a tension in that because you want both things, and asked how to deal with this.
- There is a contradiction between revenues from disposal and subsidized recycling.
- If recycling reduces tonnages, it is necessary to raise rates – the tipping fee will be increased to cover the shortfall. Ms. Barnes said there needs to be a more comprehensive conversation of making the money match the desired outcome.
- There currently is no infrastructure for automated pickup of recycling which increases the volume. Ms. Martinez explained that the City currently has a two stream program, but if they go automated, they can accept only one stream and glass would have to be removed from the picture. There is an automated program for refuse collection, but not recycling. She would like to do a pilot program on recycling in the new annexation area, with drop-off areas for glass. Ms. Barnes said this is a conversation for #3.

- We say that there is high interest among citizens for recycling, but people still throw trash out the car window and dump construction waste in the arroyo. There are some people who don't care, and illegal dumping continues to happen.
- A disadvantage is that the JPA excludes acceptance of certain waste streams, which could be "money-earners" for the landfill to assist in expanding programs in capacity. Ms. Barnes spoke about the energy required, and the greenhouse gasses emitted, to haul trash from Los Alamos to Rio Rancho. However, the City would not agree to accept out of County waste. She commented the increased fees would be a good revenue stream for the landfill.

Break 2:15 to 2:30 p.m.

VIII. DISCUSS GUIDING PRINCIPLES AND RELATED POLICY/PROGRAM OPTIONS FOR FUTURE OF SYSTEM (FACILITATOR)

A copy of "Miscellaneous Project Work/Guiding Principles/Priorities and Related Issues/Options for Future of System," as amended by the Committee during the following discussion, is incorporated herewith to these minutes as Exhibit "3."

Ms. Barnes said what is proposed is in italics, and the Committee will decide if these overarching points/ideas and concepts are acceptable. She said, for the moment to ignore the bullet points, and asked if A through F in italics are the correct ones.

Review of A through F by Consultant Team and Committee

- Mr. Stockdale said after examining the weaknesses and advantages these are where we thought the solutions might lit in response to the weaknesses and advantages. He believes these fit in the Road Map.
- Is it necessary to consider costs on A. Mr. Stockdale said the Guiding Principles are to be taken comprehensively, and we need to peel through all of these and understand them in terms of cost. He does not believe anything should be excluded from the discussion because it might cost too much, because there may be an alternative partnership which may be, or may become, available to the system which we might use to reduce cost.
- Mr. Hertzberg said we aren't making decisions in this meeting which will last forever, we are looking for feedback – are there things the Committee wants to add, subtract or change. They then will take these and refine them into a draft plan. The Committee will then review that plan and the final plan.

Mr. Hertzberg said it is Mr. Kipperbrock's intention and that of the participating entities, that this plan be revisited annually in the short term for the next 4-5 years, and adjustments can be made during the annual reviews which can modify, expand or add to what will come from the first plan from this effort.

- Mr. Stockdale said C is the idea we've heard multiple times this afternoon – promotion, education, outreach, marketing of current and future resources. He believes the reason BuRRT hasn't reached its potential is the lack of promotion of this resource, reiterating that this resource hasn't been matured.
- Mr. Stockdale said D is a general principal that the rates for service should cover the cost of the operation, noting all fees for service covers SWMA's operation, and there is no other funding put into that system. If they need funds, they issue a bond, and have no access to other outside funding sources. Both the City and County rely to some degree on Environmental GRTs to fund their programs, so they aren't exclusive enterprise systems such as SWMA. The goal is for each element of the City to cover its own operating costs. He believes this is a reasonable approach as to how to plan for solid waste in the future, and we aren't going to develop new resources based on General Fund subsidies.
- Mr. Stockdale said E and F deal with how to raise funds, and how to ensure system stability from a financial perspective. There are two schools of thought: importation or attracting additional waste flows into the landfill to generate revenue which can be used, for example, to fund more diversion programs; one is to exercise more direct control over the flow of waste – if it's generated within a certain boundary, it goes to certain place, which is a sustainable approach to planning and funding. There may be other approaches.

*The Committee made the following suggestions to amend the Guiding Principles, etc.
[please see Exhibit "3" for the results of the following exercise]:*

Items A through F in italics

- Add Non-Profit Sector to B.
- Suggestion to add a G which says, "The City and County, and SWMA should facilitate the development of waste value, and help assemble marketable waste for sale or transfer."
- The City/County pay a tipping fee at the landfill for disposal of \$32.50 per ton, and \$15 per ton for recyclables. The revenues from recycling continue to pay for the programming at

BuRRT. SWMA operates as a true enterprise fund, and its costs are covered 100% by user fees and revenues from the sales of materials.

- Does the recycling at BuRRT cover its own internal costs through fees and revenues, and does that fluctuate with the economy. Mr. Stockdale said market conditions definitely are felt through BuRRT and the sales of materials. SWMA's financial structure is that administrative costs and equipment costs, for example, are shared between recycling and disposal, but they aren't isolated and identified so you can have a maintenance cost. There is no way to determine those costs and if they're being met, but generally he believes the costs of the recycling operated by SWMA are covered through fees and sales of materials.
- Mr. Hertzberg said if you base the model for running a recycling operation or an operation in which recycling is embedded, on a market price over which you have zero control, it is difficult to turn it into a policy instrument. It comes to what the system realistically can control.
- Ms. Barnes suggested perhaps D covers minimally the suggestion made by Mr. Shanahan. [Too many people talking at once here to transcribe] Mr. Shanahan said yes.
- Mr. Kippenbrock said last year, for example, he lowered the estimate tonnages from 200,000 to 180,000 tons annually, based on the last 6 months of the year, and he explained how he arrived at \$32.50 per ton. However, it kept decreasing because of reduced construction, C & D, etc., so this year it will be about 156,000 tons. He said on recycling they used "lessons learned." He said they set sales of materials at \$45 per ton, which is now \$60 per ton. He said the previous year, he used \$100 per ton for budgeting. However, in Winter 2008, China pulled out of the market and it went down to \$20-\$30 per ton, which reduced the revenue.
- Suggestion that D should indicate setting rates more realistically, and be on the conservative side.
- There is no mention of an environmental goal to reduce the environmental impact on waste streams. We need to set the right guiding principles and the rest of it will fall into place. The educational goal is a great guiding principle in C.
- Suggestion to set a goal to take the excess revenue generated to reduce the environmental impact. A-C are okay. Add something to D to address this.

Mr. Hertzberg said he will be pushing for a "ruthless pragmatism" here. He really wants to see something workable come out of this, and doesn't want it to be sitting on the shelf. He said we

do see the environmental impact of the waste stream, but is unsure exactly what that means. He nothing is going to change the fact that we live in a wasteful, capitalist, consumer economy. He said recycling is a way to reduce the environmental impact of the waste stream, waste reduction is another, as well as backyard composting. He listed the criteria he uses: Are these things we are proposing for consideration, at the priority and civic option level, are these within the control, either real or potential, of the participating entities and the potential partners. He said changing the nature of the waste stream is at "30,000 feet." He said if you want to impose a surcharge on all products sold in the County which can be recycled, reduced or composted, you could add an incentive to change behavior. He doesn't know the realistic possibility of this being done. He said you do recycling "downstream not upstream," and spoke about this possibility. He said we don't have multi-national partnerships here.

Mr. Stockdale said he considers the environmental costs of the markets where he is selling materials. He said you can choose where you sell the materials, each of which has its own system.

- Suggestion to add the following language to A "Which consider environmental consequences to...."
- Member said he likes the italicized headings which are sufficient to continue the conversation. Suggestion to come back with a vision statement and more guiding principles. He doesn't believe continuing this discussion is productive.
- Opinion that recovering materials is more important than whether we can pay for them, and some of the materials could be used. Ms. Barnes asked if adding disposal and diversion expands the principle sufficiently. Opinion that the onus should not be placed on recovery of material.
- Suggestion that the statement of the value of the recovered materials is to reflect when you sell the material, and that the revenue from the sale comes back into the system to support the service. Instead of ignoring the value, you are incorporating the value. The rate should cover the cost of the service being provided, which is not the case today.
- Suggestion that D, E and F could be under guiding principles as bullet points.

Mr. Hertzberg said you won't have A-C, without some kind of positive movement on D-F, because they are all tied together, and again asked what is the revenue stream to pay for this.

- Regarding D, opinion that recovered materials should cover current and anticipated program costs, because the value can't be predicted. However, we could say that value of the recovered materials could be placed in an equipment replacement fund.

Mr. Hertzberg likes Mr. Stockdale's suggestion which allows operating room and flexibility down the road. He said this is an advisory group, and ultimately all of this is going to have to be explained to City Councilors, County Commissioners and the SWMA Board. He asked the Committee to think about this as we move forward – what they are willing to tolerate philosophically and politically. He said we have to see outside our individual collective “bubbles” or we're wasting our time.

Mr. Hertzberg suggested language in D, “The rates for services within the system, and revenues generated by the system, should cover all services offered within the system.” This gives a broad principle umbrella to do a lot of different things.

- Suggestion to substitute the following language for D: “The financial structure should incentivize the reduction of the environmental impact of the waste stream and fully fund the operations to do so.” Suggestion that you must build in economic sustainability and sustainability of the program which takes fiscal resources, and would like to add program sustainability. Suggestion to change “sustainably fund the operations to do so.”
- Suggestion to have the group investigate/evaluate mechanisms for additional funding, such as a plastic bag fee, to pay for recycling programs, diversion, reduction or education programs. There are other mechanisms for special revenue generation, and it might be an overarching goal to investigate other alternatives.

Ms. Barnes would like to spend the balance of the day looking at the bullet points and what you would like to add as bullet points under A, B and C.

Mr. Hertzberg would like the Committee to look for fatal flaws or things about which you feel strongly or to which you object. He said these will be evaluated by the Consulting Team and will come back with recommendations for the short term.

Ms. Barnes said the consultants clearly are wanting pragmatic things which can happen at the local level, which can be done and be part of a strategic plan.

Break-out for 15 minutes to do bullet points under A and focus on things you want to add

Ms. Barnes said, rather than trying to get through and get to consensus, she would like to populate the discussion with the ideas, what you want to add, your reactions, etc. Then, let Mr. Hertzberg and Mr. Stockdale mull over what you said and come back with something more fully formed. She said we might categorize what needs to be done – what is important to be done now, the wants, and then a category of “a crazy dream.”

Mr. Stockdale asked to get the ideas on paper, and then come back next week and determine the priority areas. He said he and Mr. Hertzberg will do this, present it, and then the Committee can respond.

The Committee commented and made suggestions as follows, on Item A:

- Improve collection of recyclables to make it more convenient.
- On the second bullet add after "change," "then assemble the materials and identify the markets."
- On fourth bullet add "and commercial/institutional and construction sites."
- Add a new bullet: "Facilitate private and non profit waste stream diversion."
- Add a new bullet, "Use community service (students adjudicated) to ensure non-contamination of recycling stream to maximize value."
- Bullets should be statements, not questions.
- Add recycling collection centers to the system (such as the fire stations)
- In the last bullet, add "develop a measure" to this statement.
- Add more partners in A or B.
- Suggestion to hire an outside contractor to oversee education and outreach. Expand bullet 1 as follows: "Hire a county-wide Waste Reduction/Recycling Program Manager or hire outside contractor to provide this service to oversee education and outreach."
- Suggestion to develop a wider range of recyclables for collection. Rewrite Bullet #2 as follows: "Investigate and identify what other materials could be recovered for recycling or reuse/exchange, then assemble the materials and identify the markets (textiles, chipboard, egg cartons, aseptic packaging, textbooks, OTD, plastic bags, Styrofoam, drywall, etc.)."
- Several suggestions to make recycling mandatory, resulting in the following redo of bullet: #6: "Make participation in commercial and residential recycling mandatory in City of Santa Fe (unenforceable) vs. incentivize recycling – improve convenience of recycling."
- Comment that reliable programs need to be in place in order to mandate recycling.

- Discussion on banning materials at the landfill.

The Committee commented and made suggestions as follows, on Item B:

- Add a bullet: "Develop a consensus based measure or metric to calculate diversion rates."
- Suggestion to delete privatization entirely from B. Comment that the public wouldn't appreciate the privatization of BuRRT, and we should not consider it.
- Rewrite the first bullet as follows: "Privatize recycling operation at BuRRT (concern that it is not possible. Concern that diversity of programming at BuRRT is not readily privatizable)."

Mr. Stockdale pointed out that privatization is not an option under the current power structure of the City, and it isn't going to happen.

- There are all kinds of difficulties in privatizing either BuRRT or the landfill because of the BLM land. There are competing infrastructure – landfill vs. the transfer station – for the same commodities. We have to look at rates, as well, and how to pay for the system.
- Add bullet "Consolidation of services under SFSWMA." Many solid waste authorities end up providing all of the services for the county and the city, and at some point there is some kind of "efficiency thing," with only one entity providing all of the services.

Mr. Stockdale spoke about a situation where there was consolidation of services in Las Cruces/Dona Ana County, and they clearly are finding efficiencies and are able to move much more quickly. There are merits, as well as a "ton of headaches," in consolidating all of the divergent services under one roof.

Mr. Hertzberg said there is a reason to leave many things in here which may be considered to be unrealistic, part of which is to educate decision-makers and let them know we have clearly gone through all of the options and analyzed them. He said even if there are strong reasons for and against some of these things, just laying those out and communicating those, gives the decision-makers the comfort level that it has been fairly examined.

Ms. Barnes said there is one strand of decision-making where you do exactly that – here's where we came to and here's why we didn't accept these other things, and you are transmitting that.

- Suggestion to add a bullet: "Consider independent ownership and/or management structures for the entire waste and recycling streams."

The Committee commented and made suggestions as follows, on Item C:

- Is Bullet C-1 the same as Bullet A-1, because that's not clear. Ms. Barnes said this needs to be explored.
- A professional company is needed to do advertising, education, marketing. Rewrite Bullet #1 as follows: "Contract with a local private/professional marketing P.R. firm to coordinate outreach education program." Sufficient resources should be allocated to all of these things.

Mr. Hertzberg said this doesn't mean that there couldn't be a County-wide Education Coordinator, but the contractor[s] would work with them.

Ms. Barnes said there is a difference between an Education Coordinator and a marketing plan.

- Suggestion to add a bullet: "Develop a marketing plan."
- Suggestion to add a bullet: "Southwest truck side advertising."
- Opinion that home compost bins should be free. Suggestion to rewrite Bullet #8, "Direct sale of home compost bins – free – recycled content – market/value utility of home composting."
- Suggestion that there should be a separate bin for green waste.
- Suggestion that the City and County should assign someone to work with the Education Coordinator.

How do we inspire cooperation between the Outreach Coordinators for the City, the County and SWMA, in the event we are able to accomplish this – it could lose the effect of a universal message or universal theme.

Mr. Hertzberg said it now comes down to how the consultant team synthesizes all of this information, commenting that it is meaningless and worthless unless we can get some of this adopted.

It was suggested that the consulting team could come up with funding alternatives for the next meeting.

IX. EVALUATE AND PRIORITIZE POLICY/PROGRAM OPTIONS (FACILITATOR)

X. NEXT STEPS – DATE AND TOPICS FOR SWAC MEETING #3

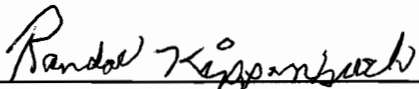
Mr. Hertzberg said he would like to meet with Mr. Kippenbrock and Mr. Stockdale, then decide the date of the next meeting and what should be the focus, and then advise the members of the Committee.

XI. PUBLIC COMMENT

There was no public comment.

XII. ADJOURNMENT

The meeting was adjourned at approximately 4:10 p.m.



Randall Kippenbrock, SWMA




Melessia Helberg, Stenographer

COUNTY OF SANTA FE) SWAC MINUTES
STATE OF NEW MEXICO) ss PAGES: 27

I Hereby Certify That This Instrument Was Filed for
Record On The 18TH Day Of February, 2011 at 03:02:11 PM
And Was Duly Recorded as Instrument # 1627260
Of The Records Of Santa Fe County



Witness My Hand And Seal Of Office
Deputy  Valerie Espinoza
County Clerk, Santa Fe, NM

THE ROADMAP

ELEMENTS: Where do we want the system to go and what do we want it to look like?

10 -20 year plan. Implement a 5 year strategic plan

- How to develop into a mature system?
 - Shore up the system you have. All three resources are under-utilized (Caja del Rio landfill, BURRT, Wastewater compost facility)
 - Three entity cooperation is essential
 - Fully utilize partners within the private sector
- What are the additional expectations/ desires of the system as we go into the future?
 - Add in desirable components
 - C and D recovery
 - Food waste
 - Partners in these efforts and outreach efforts possible
- What resources are needed to reach these expectations?
 - Realistic view of funding streams.
 - Money and people needed
 - Flow control?
 - Out of County revenue?

Exhibit "1"

2 / Assessment of Current Solid Waste Management System in Santa Fe County (from Meeting # 1)

Advantages / Strengths	Disadvantages / Weaknesses
1 / Functions controlled by 3 local public entities	1 / Leadership responsibility for system not clear
2 / Agency governed by representatives of City & County	2 / Limited previous history of combined planning by 3 entities
3 / Landfill has long – term capacity	3 / Participation in recycling is low
4 / BuRRT offers access to recycling markets	4 / Promotion / education / outreach activities limited, uncoordinated **
5 / BuRRT can handle more recyclables	5 / Solid waste economics not widely understood
6 / City has composting facility, equipment	6 / BuRRT & City composting facility are under – utilized
7 / Interest in recycling by citizens, businesses, institutions is high (contractors and construction, film, retail and food service industries)	7 / Agency has limited ability to influence flow of waste to landfill
8 / Interest in environmental & sustainability issues is high	8 / Use of rate incentives to stimulate waste reduction / recycling not fully applied
9 / City adopted Sustainability Plan & 33 % recycling goal by 2012	9 / Geological conditions at landfill present ongoing financial & operational challenges
10 / Cooperation by 3 entities in preparing Plan	10 / Small City population & dispersed County population make service efficiencies & economies of scale difficult to achieve
11/ Pay as You Throw residential rates at City	11/ Operational constraints at WW Composting
12/ City SWMD has financial and other resources available	12/ Lack of accurate data for private sector diversion activity
13/ SFCO Ordinance...no charge for recycling	13/ Program promotion is absent
14/ SFCO only local material ban in NM (OCC and ONP)	14/ no C&D diversion mandates or incentives for pvt haulers/contractors
15/ JPA assembles wealth of knowledge and technical resources at SFSWMA	15/ not developing c&d markets
16/ Lowered rates for commercial recycling by City (1/2)	16/ no metric for measuring diversion
17/ SFSWMA permitted for "sludge" and PCS (petroleum contaminated soils)	17/ alternative waste management technologies are not being explored for local use
	18/ limited state leadership for diversion/recycling (bottle bill, epr, etc)

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Exhibit "2"

	19/ Contradiction/tension between disposal being revenue source for diversion activity
	20/ do not utilize automated collection for recycling (note glass as second stream challenges automated collection)
	21/ some segment of population is uninterested in diversion or responsible sw management
	22/ SFSWMA's effective & perceived bans on alternative waste streams (Los Alamos, special wastes etc)

~~3 / Guiding Principles / Priorities and Related Issues / Options for Future of System~~

~~NOTE – these are selected examples for discussion purposes; not intended as a complete list~~

~~A. The solid waste system should offer a broad range of waste reduction and recycling opportunities to residents, businesses, and institutions in the City and County.~~

- ~~• Hire a county – wide Waste Reduction / Recycling Program Manager.~~
- ~~• Investigate what other materials could be recovered for recycling or reuse / exchange.~~

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**Misc Project Work3 / Guiding Principles / Priorities and
Related Issues /
Options for Future of System**

A. *The solid waste system should offer a broad range of waste reduction and recycling opportunities, which consider environmental consequences to residents, businesses, and institutions in the City and County.*

- Hire a county – wide Waste Reduction / Recycling Program Manager or hire outside contractor to provide this service
- Improve convenience collection of recyclables at Co transfer stations
- Investigate and identify what other materials could be recovered for recycling or reuse / exchange. Then assemble the materials and identify the markets (textiles, chipboard, egg cartons, aseptic packaging, textbooks, old, plastic bags, Styrofoam, drywall)
- Curbside collection of green waste
- Set up an area at BuRRT for materials reuse and exchange.
- Improve and expand collection of recyclables from residential and commercial / institutional and construction sites sources.
- Facilitate private/nonprofit waste stream diversion
- Use comm. Service (students adjudicated) to ensure non-contamination of recycling streams to maximize value
- Adding recycling collection centers to system (ie fire stations, businesses, etc)
- Ban the disposal of designated recyclable materials either at the point of generation and / or the point of disposal (BuRRT and Caja del Rio Landfill).

Exhibit "3"

- Make participation in commercial and residential recycling mandatory in City of Santa Fe.(unenforceable) Vs incentivize recycling...improve convenience of recycling
- Who should pick up recyclable materials in the City of Santa Fe? (provide answer to questions)
- Should collection of trash and recyclables be required in the County unincorporated areas?
- Should exclusive solid waste service areas be set up in the County unincorporated areas?
- Develop a consensus based measure or metric to calculate diversion rate
- Should the goal of a 33 % recycling rate by 2012 (as proposed by the New Mexico Recycling Coalition) or another set of recycling rate goals and associated milestones be adopted for the entire County (Note: City of Santa Fe has already adopted the 33 % by 2012 goal)?

B. The City, County, and Agency should continue to seek expanded forms of partnership and cooperation with each other, the private sector, non-profit sector and additional jurisdictions in the Northern New Mexico region.

- Privatize recycling operation at BuRRT (concern that it is not possible. Concern that diversity of programming at BuRRT is not readily privatizable)
- Consolidation of services under SFSWMA
- Consider independent ownership and/or management structures for the entire waste and recycling streams.
- Set up area at BuRRT for materials reuse / exchange that would be directly operated by one or more non – profit organizations or commercial enterprises.

- Establish agreements for joint processing / marketing of recyclables through BuRRT among Northern New Mexico jurisdictions.
- Market development for C&D and other hard to recycle materials.

C. There should be an ongoing, multi – faceted promotion / education effort in the City and County that uses diverse messages and communication media to inform a variety of audiences about waste disposal and diversion.

- Contract with a local private/professional marketing P.R. firm to coordinate outreach education program
- Develop education and outreach advisory committee
- Develop a marketing plan
- SW Truck side advertising
- Hire county – wide Promotion / Education Coordinator. City and County should each assign an assistant to work with this individual.
- Print ad campaign Recurring “green column” in local paper.
- Radio PSA’s.
- Alternative media exposure such as bus sides, bus stops.
- Reinvigoration of newsletter and expansion of mailing lists.
- Speaker tour to civic groups.
- Direct sale of home compost bins – free – recycled content – market/value utility of home composting.
- Development of “new resident” info for distribution through realtors.

- Green Business Initiative – “This Business Recycles” window sticker program.
- Collaboration on development of business recycling guides for distribution through Chamber of Commerce, Santa Fe Alliance, other sources.

D. The financial structure should incentivize the reduction of the environmental impact of the waste stream and sustainably fund the operations to do so.

E. The solid waste system should provide reliable, long – term, fiscally sound disposal capacity for refuse generated within Santa Fe County and potentially for refuse from outside the County.

F. To maximize local control over the wastestream and support local economic development, disposal and diversion of materials should be performed through system facilities and infrastructure.

G. Rates for service, both diversion and disposal, and value of recovered materials should cover current and anticipated program capital and operating expenses. Reliance on other forms of revenue should be minimized

CITY CLERK'S OFFICE

DATE 1-19-10 TIME 12:53

**PUBLIC MEETING
AGENDA**

SERVED BY Randall Kipp

RECEIVED BY [Signature]

SANTA FE SOLID WASTE MANAGEMENT AGENCY
SOLID WASTE ADVISORY COMMITTEE (SWAC) MEETING #2
for the
COMPREHENSIVE SOLID WASTE MANAGEMENT PLAN (CSWMP)

JANUARY 27, 2010

1:00 P.M.

GENOVEVA CHAVEZ COMMUNITY CENTER

ROOM 1

3221 RODEO ROAD

SANTA FE, NM

- I. Call to Order.
- II. Introductions:
 - (A) SWAC Member George Collins for the Caja del Rio / Las Campanas Area.
 - (B) Julia Barnes, SWAC Facilitator.
- III. Approval of Agenda.
- IV. Approval of Minutes for Meeting #1 - November 18, 2009.
- V. Approval of Amended By-Laws and Operating Procedures.
- VI. Review of CSWMP Project Steps - Consultant Team.
- VII. System Assessment and Needs Analysis - Facilitator.
 - (A) Identify Advantages / Strengths, Disadvantages / Weaknesses of Existing Solid Waste Management System.
- VIII. Discuss Guiding Principles and Related Policy / Program Options for Future of System Facilitator.
- IX. Evaluate and Prioritize Policy / Program Options - Facilitator.
- X. Next Steps - Date and Topics for SWAC Meeting #3.
- XI. Public Comments.
- XII. Adjournment.

Anyone needing further information or requiring special needs for the disabled should contact Jodie Gonzales at (505) 424-1850, extension 120.

CITY CLERK RECORDED 02/19/2011