

California Integrated Waste Management Board

Strategic Directives

Progress Report 2008

The Board approved a number of Strategic Directives (SDs) in 2007-2008 that were designed to move specific agendas forward that would help California achieve its goals in waste reduction. Following is a discussion of the progress made in 2008 in achieving the directives set out by the Board.

SD-3: Minimize Waste

It is a core value of the CIWMB that all materials be properly managed in order to minimize the generation of waste (source reduction), maximize the diversion of materials from landfills, and manage all materials to their highest and best use, in accordance with the waste management hierarchy and in support of the California Global Warming Solutions Act of 2006. The Board conducts these activities in accordance with all mandates directing programs relative to special wastes, such as waste tires, used oil, and household hazardous wastes, etc.

SD 3.1 - Provide vigorous oversight of local jurisdictions to ensure that 50 percent diversion maintained among those that have already attained it.

Annual Target: The annual target is to maintain the number of jurisdictions at or above 50% diversion and to ensure that jurisdictions currently at 50% do not slip below this threshold. Legislative proposals to switch to county-level measurement could simplify the system.

Progress on Targets:

In 2008, the Board conducted biennial reviews of jurisdiction performance for the 2005/2006 cycle. The Board determined that 340 jurisdictions (82 percent) had diversion rates over 50 percent. Another 55 had diversion rates lower than 50 percent but were determined to be making a “good faith effort” to implement their selected diversion programs. This is an increase over the previous 2003/2004 biennial cycle, although strict comparisons are difficult because some jurisdictions had “time extensions” during that cycle and were not evaluated. For the 2003/04 biennial review cycle, 255 local jurisdictions out of 424 were at or over 50% diversion, and 44 had approved good faith efforts or approved reduced diversion requirements. An additional 106 had approved time extensions and hence delayed biennial review status. Please see SD 3.6 regarding passage of SB 1016, which simplifies the measurement system.

Additional Achievements:

- Continued implementation and expansion of local programs resulted in the statewide diversion rate jumping to **58** percent in 2007.
- Pursuant to the Board’s 2007 reorganization and passage in 2008 of SB 1016, the Board has also increased the number of site visits by staff to jurisdictions in order to provide more assistance in program implementation, increase coordination with State agencies within jurisdictions, and increase assistance to recyclers and manufacturers.

SD 3.2 - Increase the number of local jurisdictions that reach the 50 percent level

Annual Target: The annual target will be to bring all jurisdictions into compliance. Of the 106 jurisdictions with approved time extensions and hence delayed biennial review status, preliminary review of annual reports and staff site visits indicates that 90 or more are likely to be recommended by staff as being in compliance. Staff therefore would target the 10 or so remaining jurisdictions to bring them into compliance. Legislative proposals to switch to county-level measurement could simplify the system.

Progress on Targets:

For the 2005/2006 biennial reviews of jurisdiction performance conducted in 2008, 61 jurisdictions (about 15 percent of all jurisdictions reviewed) had diversion levels below 50 percent. These underwent further evaluation, including additional staff site visits, to assess whether they were adequately implementing their planned programs. The Board determined that 55 of these had made a “good faith effort” to achieve the 50 percent diversion level and had adequately implemented their diversion programs. In 2008, the Board placed three new jurisdictions on Compliance Orders, with one of these already coming into compliance. The other three are still being evaluated, with two being on the February 2009 agenda for consideration of issuance of compliance orders. At the end of 2008, 15 jurisdictions will be on Compliance Orders. This is the largest number of jurisdictions on Compliance Orders for failure to implement their diversion plans to achieve the diversion requirements.

See SD 3.6 regarding passage of SB 1016 simplifying the measurement system and SD 8.2 regarding compliance/enforcement accomplishments.

SD 3.3 - Continually increase the statewide annual diversion rate beyond 50 percent.

Annual Target: *The overall target will be a statewide diversion rate of 75% by fiscal year 2020. Staff will monitor progress towards that level on a yearly basis. Current legislation could change the goals, while legislative proposals to switch to county-level measurement could simplify the system.*

Progress on Targets:

California's 2007 diversion rate increased by four percentage points to 58 percent, or an additional 3.6 million tons of diversion, from the 2006 level.

See SD 3.6 regarding passage of SB 1016 simplifying the measurement system

SD 3.4 - Increase the annual waste tire diversion rate to 90 percent by 2015

Annual Target: *The first annual target will be to reach 80% tire diversion by the end of 2008 (an increase of 5 percentage points from the current level).*

Progress on Targets:

The most recent data available is for 2006, when an estimated 74 percent of the waste tires generated were diverted from disposal or stockpiles. This represents an increase of about 3 percent over the prior two years, and a significant increase from the early 1990s, when diversion rates were in the range of 30 percent. Staff and a contractor are currently conducting a survey to ascertain diversion rates for 2007 and 2008 and expect to have that information in the second quarter of this year.

Additional Achievements:

- The Board adopted the report “Options to Increase Waste Tire Diversion Rates: Report to the Legislature” at its May 2008 meeting. This report includes the Board’s recommendations for spending excess funds in the Tire Recycling Fund for which the Board currently lacks expenditure authority.
- Staff conducted a five-day International Tire Conference in San Diego during May, and led sessions on scrap tire processing markets and finance; selling to the green building government sectors; civil engineering uses for waste tires; quality assurance and quality control for playground surfacing products; and quality improvements for Tire Derived Product (TDP) manufacturers. In addition, the Border 2012 work group met and two environmental education training classes were presented to 100 invited teachers from Mexico.
- The Board provided Tire Business Assistance Program (TBAP) grants to four manufacturers in Northern California and seven in Southern California, as well as one processor in Northern California and two in Southern California. The next application cycle will begin in February 2009.
- Approved streamlining the three RAC grant programs to increase participation (Targeted RAC Incentive, RAC Use, and RAC Chip Seal) by consolidating the three applications into one application.

SD 3.5 - Work with other State agencies to minimize litter and the uncontrolled release of materials harmful to the environment.

Annual Target: *The annual targets for this sub-directive must still be determined.*

Progress on Targets:

Annual targets were not identified for SD 3.5, however the following describes staff efforts to achieve SD 3.5.

The Board is working collaboratively with the Ocean Protection Council (OPC) and with other agencies (Caltrans, Department of Conservation, etc.) to reduce marine debris. The OPC report "An Implementation Strategy for the California Ocean Protection Council Resolution to Reduce and Prevent Ocean Litter," released in November 2008, contain core recommendations that support the Board's efforts related to Extended Producer Responsibility (see Strategic Directive 5) and that call for fees or bans on single-use plastic bags.

Under AB 2449, which became effective on July 1, 2007, the Board is overseeing the implementation of a statewide plastic bag recycling program, which addresses a major component of both litter on land and of marine debris. Key activities include providing local governments with assistance in implementing the Plastic Bag Recycling Program, including development of a website for local governments and the public with information and resources about the plastic bag recycling program, presentations at local task force meetings focusing on the law and available resources, and e-mail announcements to local governments through the Board's list serve.

SD 3.6 - Seek statutory authority by September 2008 to develop a timely and accurate compliance measurement system. [Completed (rev. 2/08)]

Annual Targets: *The first target is enactment of legislation requiring a set of simplified, county-level, disposal reduction goals, and measurement system.*

Progress on Targets:

SD 3.6 was accomplished through the enactment of SB 1016 in the 2008 legislative session (with the exception of not including a provision for county-level measurement). The Legislature passed and the Governor signed into law Board-sponsored legislation known as the Disposal Measurement System Act (SB 1016), which builds on AB 939 compliance requirements by implementing a simplified and timelier measure of jurisdiction performance, specifically by changing to a per capita disposal-based number as reported by disposal facilities. The statute moves the emphasis to using the actual disposal measurement as only one of many factors when evaluating program implementation. Guidance on SB 1016 was provided through a series of workshops around the state in late 2008 and early 2009, and additional guidance is being provided to State Agencies in February and March 2009. The next step in implementation is for local governments to submit their 2007 annual report by March 15 and their 2008 report by August 1 of this year. These submittals will bring reporting in line with the original statutory deadline for annual report submittal, which is August 1 of the following year, so the legislation is already having an effect on timeliness.

SD 3.7 - Develop a full-cost accounting analysis to compare the costs and benefits of waste prevention, recycling, composting, technology, and landfills. (rev. 2/08)

Annual Target: *The first target is to conduct workshops to scope out the project needs and strategies, then to develop a scope of work.*

Progress on Targets:

Staff has been unable to undertake any activities related to this sub-directive, in part because of staff redirection to other priorities and in part because funding is not available to adequately conduct this type of analysis.

SD-4: Landfill Management

It is a core value of the CIWMB to protect public health and safety and preserve resources. Accordingly, the CIWMB will assure safe and adequate landfill disposal and long-term maintenance of landfills.

SD 4.1 - Assure that 100% of active landfills meet state minimum standards as well as permit terms and conditions.

Annual Target: Five percent improvement in landfill compliance rates by December 2008.

Progress on Targets:

As of December 2008, ninety-six percent of the landfills were in substantial compliance with state minimum standard and permit terms and conditions as compared with 91% during the baseline year. This is a 5% improvement in compliance rate, as detailed in the table below:

Timeframe	# of Landfills	Landfills with Active Enforcement Orders	Percentage Compliance	Percent Improvement
Baseline	146	13	91%	NA
Dec 2007	146	10	93%	2%
Jul 2008	146	8	95%	4%
Dec 2008	146	6	96%	5%

See SB 4.3 for results re: [Inventory of Solid Waste Facilities Violating State Minimum Standards](#)

SD 4.2 - Assure that 100 percent of active and closed landfills have plans for postclosure maintenance and appropriate levels of funding for closure, postclosure maintenance, operating liability, and corrective action.

Annual Target:

1. *Closure Plans*
 - Maintain 100% landfills that have plans and financial assurance for closure and postclosure maintenance
 - Maintain 95% of required landfills that have final plans
 - Increase to 79% required landfills that have been certified closed. Staff believes with a concerted effort an incremental improvement is possible.
2. *Complete Cost Estimate Regulations by January 2008. Will need to re-set baseline for financial assurances for new cost estimates to reflect the final regulations. Baseline was re-set in 2/08.*

Progress on Targets:

100% of landfills continue to have plans and financial assurances for closure and postclosure maintenance. In addition, 90% of the 145 submitted final closure plans have been approved (130). The rate declined slightly due to new plans that were required and additional plans that were submitted and are currently under review. In 2008 (through November) six final closure/post closure maintenance plans and seven closure certification reports were received.

Of the total 110 closure certification reports submitted, 101 have been approved, which is a 92% closure certification rate. An additional eight landfills are expected to reach capacity on or before December 31, 2010. Since final plans are due at least two years prior to the final receipt of waste, plans are past due for these sites. Of these eight landfills:

- Two have submitted permit applications that would modify the expected closure date.
- One site is expected to submit plans in December 2008.
- One site is abandoned. Legal options to require the owner to close the landfill have been unsuccessful.
- Further review of the remaining four sites are necessary to determine if plans are past due or if new estimated closure dates need to be established

The Phase I Financial Assurance regulations, which address the closure cost estimating issues, were adopted by the Board in December 2007, approved by the Office of Administrative Law, and became effective February 25,

2008. Closure/postclosure plans, cost estimates, and financial assurances received with permit applications were reviewed under the Phase I regulation changes following promulgation.

SD 4.3 - Reduce the number of facilities on the noncompliance (“Inventory”) list.

Annual Target: The Board will reduce the number of landfills currently on the Inventory by 4% by December 2008.

Progress on Targets :

- As of December 8, 2008, there has been a 78 % reduction in the number of landfills in the Inventory.

Timeframe	Landfills on Inventory	Percent reduction of landfill on the Inventory
Baseline	13	NA
Dec 2007	9	30 %
Jul 2008	5	62 %
Dec 2008	3	78 %

SD 4.4 - Study and report to the CIWMB Board by January 1, 2008, what financial requirements should be considered to assure adequate long-term postclosure maintenance and corrective action. (Completed) Assess what additional financial requirements should be put in place to assure adequate long-term postclosure maintenance and corrective action, promulgate needed regulations, and develop legislative recommendations by July 1, 2009. (CONTINUED ACTIVITY – rev. 2/08)

Annual Target:

- Completion of study by December 2007
- Adopt regulations and develop recommendations for needed legislation to implement the findings of this study by July 1, 2009.

Progress on Targets:

Board staff completed the required study in 2007 in response to the passage of AB 2296 in 2006, and the Board adopted the Phase I regulations at its December 11, 2007 meeting. The regulations became effective February 25, 2008. In follow up, staff prepared a number of detailed discussion papers and conducted an extensive series of public workshops and working group sessions with the AB 2296 Consulting Group throughout 2008 designed to develop a Phase II set of regulations and formulate possible recommendations the Board could make to the Legislature. At its August 19, 2008, meeting, the Board provided rulemaking direction to proceed to formally notice the Phase II regulations. The public comment period for the Phase II regulations is expected to commence in February of 2009. Legislative recommendations are being developed and will be presented to the Board in Spring 2009.

SD-5: Producer Responsibility

It is a core value of the CIWMB that producers assume the responsibility for the safe stewardship of their materials in order to promote environmental sustainability.

SD - 5.1 Utilize existing Board authority to foster “cradle-to-cradle” producer responsibility.

Annual Target: In the near term, the Board will revise and promulgate RPPC regulations and take initiatives to enhance enforcement based on regulatory changes. In addition, staff will be providing the Board with a broader set of EPR policy recommendations at the September Board meeting. Other targets, short and long-term will be determined based on those recommendations the Board accepts at that meeting.

Progress on Targets:

The revisions to the RPPC regulations have been delayed due to staff turnover and vacancies. New staff are working to prepare documents to start the formal rulemaking process. The formal rulemaking process will begin in June 2009.

The Board adopted a revised Extended Producer Responsibility Framework (see SD 5.2) in January 2008 and continued to seek statutory authority to implement the Framework.

SD - 5.2 Seek statutory authority to foster “cradle-to-cradle” producer responsibility.

Annual Target: *Annual targets include introducing legislation that supports EPR directives.*

Progress on Targets:

The Board has been proactive in developing policy proposals on this topic and in January 2008 adopted a revised “EPR Framework” which is intended to serve as a basis for potential legislation.

SD - 5.3 Analyze the feasibility of various approaches to increasing producer responsibility, including during the product design and packaging phases, and make recommendations to the Board by December 2007, and annually thereafter. INITIAL RECOMMENDATIONS MADE (rev. 2/08)

Annual Target: *Complete analysis of EPR framework and product selection process and bring agenda item to the Board in September 2007. Analysis regarding EPR approaches for specific product categories will be completed by December 2007 or earlier. Complete preparation of supplemental Budget Report.*

Progress on Targets:

In January 2008, the Board adopted the EPR Framework. Staff completed the initial analysis of selection criteria and product categories, which was presented to the Board in September 2007. The Board completed and submitted the supplemental Budget Report, entitled “Manufacturer Responsibility: Report to the Legislature” in December 2007.

SD - 5.4 Build capacity and knowledge in CIWMB on Extended Producer Responsibility (EPR) issues and solutions.

Annual Target: *Targets for this sub-directive include Board leadership in EPR-related discussions/forums/conferences as well as maintaining training of Board staff to ensure knowledge and expertise among staff.*

Progress on Targets:

Staff participates in ongoing discussions with other states (in particular, Oregon, Washington, and Minnesota) and Canadian provinces (specifically British Columbia and Ontario) about EPR Framework programs and approaches. Staff also serves as the Region IX representative on the Association of State and Territorial Solid Waste Management Officials (ASTSWMO) Product Stewardship Task Force, which is addressing issues that cut across states, such as program development and evaluation. Also in support of this SD, staff has developed educational and outreach material addressing Frequently Asked Questions, describing EPR programs worldwide and providing details of the Board’s own Framework, at <http://www.ciwmb.ca.gov/EPR/>.

SD - 5.5 Develop and maintain relationships with stakeholders that result in producer-financed and producer-managed systems for product discards

Annual Target: *Develop and maintain EPR list of stakeholders, participate in EPR organizations and conferences, and engage in EPR negotiations and agreements.*

Progress on Targets:

The Board's EPR Framework has garnered support from a number of entities, including the California Retailers Association; California Product Stewardship Council, which represents many cities, counties, and Joint Powers Authorities; Product Policy Institute; the National Association of Counties; and The Sierra Club. Staff has also established working relationships with numerous stakeholders, including retailers, individual manufacturers, waste management companies, and many local governments.

SD-6: Market Development

It is a core value of the CIWMB to assist in the development of viable, sustainable markets to divert materials from landfills and encourage source reduction and recycling, in accordance with the waste management hierarchy and in support of the California Global Warming Solutions Action of 2006.

SD - 6.1 Reduce the amount of organics in the waste stream by 50% by 2020.

Annual Target: Targets by the end of 2007 are to conduct a major stakeholder "summit" to identify key barriers and for the Board to consider new initiatives to address those barriers.

Progress on Targets:

An initial Roadmap for SD 6.1 was approved by the Board in December 2007 and a status report and second Roadmap was presented to the Board in December 2008. In support of this directive, the Board approved Scopes of Work, contractors, and interagency agreements for contracts related to organics materials management, including Organics Life Cycle Assessment; Compost Best Management Practices and Benefits; Bioenergy and Biofuels Demonstration Project; Landfill-Based Anaerobic Digestion Pilot Project; Compost Cover Methane Reduction Project; Agricultural Specifications; and Caltrans/Local Government Workshops.

Additional Achievements:

In June 2008 staff presented eight options identified by stakeholders to the Board that could be undertaken to increase siting and capacity. The Committee directed staff to move ahead on all eight options and to further refine what action could be taken by CIWMB staff.

In order to identify regulatory barriers, regulation reviews were scheduled in accordance with Strategic Directive 8.4. In 2009, reviews will be conducted on the following organics areas: ADC, food waste composting, land application, farms and ranches, and three-part test (see SD 8.4).

Staff continued its collaboration with ARB, Air Districts and Regional Water Boards on the AB 32 Scoping Plan (which includes measures on anaerobic digestion and composting) and on regulatory requirements related to compost facilities and applications. Staff also continues to work with the San Joaquin Valley Unified Air Pollution Control District on its proposed Rule 4566 concerning emissions of volatile organic compounds from greenwaste composting, with Regional Water Board 8 on issues concerning Caltrans use of compost, with the State Water Resources Control Board on its development of a statewide regulation for greenwaste composting, and other districts and regional boards on similar issues.

SD - 6.2 Complete and report on MAAP pilot study by June 30, 2007. (COMPLETED, rev. 2/08)

Annual Target: Complete the Sacramento Market Assessment Action Plan (MAAP) project by late summer 2007 and reach consensus with regional stakeholders on action plans for collaborative market development projects. Train new Local Assistance and Market Development (LAMD) staff on approach and begin applying to other regions around the state.

Progress on Targets:

Staff completed the Marin County pilot study in 2007 and the Sacramento assessment project in 2008. Staff continues to work with Sacramento County, in collaboration with local stakeholders and the Department of Conservation's Division of Recycling, to develop and expand regional markets for organics, construction and

demolition (C&D), commercial recyclables, and plastics. This includes assessing the potential for a regional compost or anaerobic digestion facility under the auspices of the Sacramento Solid Waste Authority (SWA); developing ordinance language by SWA regarding certified mixed C&D facilities and ensuring construction debris is directed to sanctioned facilities; working with the "Green Apartment Partnership" to educate apartment owners, managers, and tenants and create programs for complex recycling programs; and educating the public about expanded efforts by the City of Roseville to collect polystyrene (Styrofoam).

As part of its efforts to assist local jurisdictions on cooperative, regional activities, staff also initiated a northern California project with Fortuna, Ferndale and Rio Dell (and to a lesser degree with the Humboldt Waste Management Authority) to expand curbside programs, potentially site a facility for C&D materials, and work with the hauler to become a certified e-waste facility. Staff began working with local jurisdictions within Los Angeles County to inform them about the 2013 closure of Puente Hills Sanitary Landfill and the need to plan for new markets for greenwaste that is used for Alternative Daily Cover (ADC) at the facility. In Tulare County, staff is working with the nine jurisdictions within the Tulare Consolidated Waste Management Authority to develop a unified educational and outreach campaign.

SD - 6.3 Show a 15% increase in RMDZ loans to companies and markets prioritized in the MAAP study.

Annual Target: Revisit this Strategic Directive based on program evaluation.

Progress on Targets:

Staff initiated the Recycling Market Development Zone (RMDZ) Program Evaluation Project in September 2007 and reported to the Board in September 2008. Key findings and direction from the Board included:

- Pursue a statutory change to eliminate or change the sunset date.
- Continue to work with stakeholders and pursue legislation to develop a bifurcated loan cap (i.e., in which a specified percentage of available loan funds would be available for loans larger than the current \$2 million cap).
- Conduct more research on the "microloan" concept (e.g., small loans or contract resources to start-up for activities such as product testing).
- Commence a new Zone Designation Cycle beginning in March 2009.
- Continue to support the Zone Administrator (ZA) training program.
- Work closely with ZAs to develop and implement a statewide marketing and outreach plan.
- Establish a new program to provide ZAs Zone Incentive Funds tied to performance metrics.
- Continue to support the concerted and focused effort to establish and maintain communication between ZAs, zone businesses, the Board, and Board program staff.

Pursuant to this direction, the Board has contracted with California State University at Sacramento to provide the logistical support for three times per year training for Zone Administrators and for the administration of Zone Incentive Fund payments to Zone Administrators. Program and Office of Public Affairs staff are developing marketing materials that can be used in the Zones, and a new Zone designation cycle will be brought to the Board in March 2009 for consideration.

In September 2008, the Board approved revised RMDZ loan criteria to better reflect Board priority materials and market barriers. Four loans were awarded in 2008, totaling more than \$5.8 million; three went to businesses producing materials from scrap film plastic and the other went to a business that produces crumb rubber from waste tires.

SD - 6.4 Seek statutory authority to remove the RMDZ loan cap by 2008.

Annual Target: Revisit this Strategic Directive based on program evaluation (also see 6.3)

Progress on Targets:

See SD 6.3

SD - 6.5 Annually report to Board members on developments in market infrastructure.

Annual Target: *Establish baseline by December 2007*

Progress on Targets:

In 2008 the Board awarded a two-year contract to R.W. Beck to conduct the ambitious Baseline Inventory and Information Management Framework project (commonly known as the Infrastructure Project), with the following goals:

1. Facility Inventory - To develop a comprehensive inventory of California's solid waste handling, diversion, and market infrastructure to improve the amount and quality of critical information about existing disposal and diversion facilities,
2. Flow Model - To model material flows and forecast future facility needs and other infrastructure changes needed to handle changes in disposal and recycling due to population growth and/or selected policy change scenarios, and
3. User Interface – To make it easier for everyone to find, view, and understand infrastructure-related information on the CIWMB website so they can better plan for infrastructure growth and facility needs and evaluate diversion options.

SD - 6.6 Increase environmentally responsible procurement by state agencies by 10% per year.

Annual Target: *Year 1 – Agreement with Department of General Services (DGS) and State and Consumer Services Agency (SCSA) on concept for EPP measurement system and approval of an EPP Tracking and Reporting Plan.*

Progress on Targets:

The CIWMB assisted the Department of General Services by co-chairing the Environmentally Preferred Purchasing (EPP) Task Force for several years. With input and assistance from Board staff, DGS is developing an e-procurement system and intends to incorporate tracking of EPP into the system.

Additional Achievements:

During the past two years DGS has institutionalized EPP, including establishing a statewide EPP point-person in the Division of Procurement and assigning two procurement engineers in the EPP section. As a result, the CIWMB's role has shifted in recent years from co-chairing the EPP Task Force to a coaching role to EPP Task Force participant. DGS has incorporated environmental language into several contracts and in partnership with the CIWMB and EPP Task Force developed an online EPP Best Practices Manual covering more than 40 products. The state's Contracting and Procurement Academy now offers a brief introduction to EPP for all purchasing officials throughout the state.

In addition, Board staff participated in the development of new state contracts for office furniture and personal computers, and prepared recommendations for a future pesticides contract (CIWMB emphasis was on the containers and pallets). CIWMB staff also continues to encourage DGS to update its web pages to identify state contracts with EP products and to update chapters of the EPP Best Practices Manual that support the CIWMB's mission.

SD - 6.7 Incorporate green building principles in all applicable California building codes.

Annual Target: *Incorporate CHPS criteria as standard in Proposition 1D funding for high performance schools; draft of ANSI-accredited green building standard for building codes and LEED requirements; increase number of local construction and demolition (C&D) ordinances.*

Progress on Targets:

The Collaborative for High-Performance Schools (CHPS) criteria were incorporated as standard in Proposition 1D funding for high performance schools in October 2007. Also in 2007, CIWMB staff applied to be part of the ANSI national green building standard development team, but was not accepted. Staff did monitor the ANSI process, but the State's own green building code development process has resulted in greater benefits and progress

toward implementing SD 6.7, and so staff has focused efforts there rather than in the ANSI process, as described below.

In July 2008, California became the first state in the nation to adopt Green Building Standards into the state building code. Staff worked closely with the Building Standards Commission staff on the most significant piece in this code which is Housing and Community Development's provision for mandatory 50 percent diversion in all residential projects when the code becomes effective in 2011.

To date, there are 191 C&D diversion ordinances that have been adopted by local jurisdictions in the state, reflecting an increase from 178 in 2007. This includes 161 cities and counties and seven Regional Agencies. The seven regional agencies alone have 30 individual ordinances passed. There are also 13 C&D diversion policies in the state.

SD-7: Customer/Local Assistance

It is a core value for CIWMB to assist its stakeholders in meeting their responsibilities under California integrated waste management law, and to provide assistance to businesses in order to increase waste reduction and recycling.

SD -7.1 Conduct annual customer satisfaction surveys of stakeholders. Based on evaluation, propose areas for improvement.

Annual Target: Conduct pilot surveys for selected stakeholders (e.g., LEA's, Oil grantees, permittees, and local jurisdictions) by July 1, 2008.

Progress on Targets:

The Office of Public Affairs (OPA) staff worked with the Sustainability Program (SP) and Waste Compliance and Mitigation Program (WCMP) to create customer lists for potential survey outreach; and researched potential opportunities for reaching out to customers to participate in a CIWMB survey. The results of this research determined that the survey could be created and implemented internally, saving costs to CIWMB.

As a result of the Governor's Executive Order during the budget impasse, OPA was unable to secure registration with the needed survey program. In addition, staffing issues resulted in the inability to distribute the survey. Staff has now been re-assigned, and the draft survey will be ready for release by March 2009. Results will follow by end of month and be presented to Board members in April.

Additional achievements:

In addition to the more general survey process above, staff have focused on satisfaction and course evaluation surveys in all WCMP sponsored training programs. Ninety percent of the nearly 1500 attendees (CIWMB and LEA staff) in the health and safety training rated the courses as excellent. The overwhelming majority of the 600 attendees in the other training courses (CIWMB, operator and LEA staff) (approximately 80%) improved in knowledge and approximately 90% of the attendees rated the instructors as being effective communicators.

SD -7.2 Ensure effective and appropriate outreach and assistance to all jurisdictions and state agencies, focusing resources on regions where there will be the greatest impact on overall diversion. For assistance aimed at local jurisdictions carrying out mandates that all jurisdictions must comply with, resources will be allocated based on need, especially in small and rural jurisdictions that face unique challenges.

Annual Target: The annual targets will be determined after the reorganization is complete and staff resources have been allocated accordingly. Legislative proposals to switch to county-level measurement could simplify the system.

Progress on Targets:

SB 1016 (see SD 3.6) not only simplified the AB 939 measurement system, it also directs the Board to have staff visit each jurisdiction a minimum of once per year. The Board's reorganization anticipated this and was oriented in part to accomplish this same purpose. Although the Board had many vacancies and new staff coming on board in 2008, staff were able to visit most jurisdictions and also expanded site visits to include state agencies. In addition, an increased level of assistance and monitoring is conducted for jurisdictions that have not achieved the 50 percent diversion requirement, as well as for rural jurisdictions.

SD-8: Enforcement/Permitting

It is a core value of the CIWMB to manage and mitigate the impacts of solid waste and tires on public health and safety and the environment by ensuring compliance with regulations and state minimum standards, through integrated and consistent permitting, inspection, and enforcement efforts.

SD -8.1 Ensure implementation of diversion programs in 100% of jurisdictions in California.

Annual Target: *The target is by December 2008 (based on 2005/2006 Biennial Review) all jurisdictions will be adequately implementing their programs. If by this time Board staff finds that any jurisdictions are not adequately implementing diversion programs, then these jurisdictions will be referred to the Board's Waste Compliance and Mitigation program for issuance of a compliance order.*

Progress on Targets:

See SD's 3.1, 3.2, and 3.3.

SD - 8.2 Ensure All Jurisdictions are in Compliance with the Diversion Requirements

Annual Target: *All jurisdictions that are referred to the Board's Waste Compliance and Mitigation program for not adequately implementing their diversion programs and not meeting the diversion goal will be issued compliance orders, for the 2005-2006 biennial reviews, by June 2009. This target complements the target date outlined in SD 8.1.*

Progress on Targets:

Local Assistance (LAMD) staff review all jurisdictions, and refer jurisdictions to Jurisdiction Compliance (JCA) if LAMD does not find a jurisdiction meets the requirements, or made a good faith effort. In mid 2008, as part of the recent Biennial Review, LAMD referred several jurisdictions to JCA for a compliance review. In 2008, the Board accepted JCA recommendations and placed three jurisdictions on Compliance Orders. One jurisdiction successfully met its compliance order and the compliance order was ended. At the end of 2008, 15 jurisdictions will be on Compliance Orders. This is the largest number of jurisdictions on Compliance Orders for failure to implement their diversion plans to achieve the diversion requirements.

SD - 8.3 Ensure that 100% of all active solid waste and tire facilities meet state minimum standards, and permit terms and conditions, and that they comply with federal and state waste management laws.

Annual Target: *Five percent improvement in active solid waste and tire facilities (other than landfills) compliance rates by December 2008.*

Progress on Targets:

During the baseline year, 93% of the facilities were in substantial compliance. As of January 2009, 97% of the facilities were in compliance, a 4 % increase, as shown in the table below.

Timeframe	# Solid Waste Facilities and Operations Other Than Landfills	Facilities and Operations with Active Enforcement Orders	Percentage Compliance	Percent Improvement
Baseline	930	65	93 %	NA
Dec 2007	930	32	97 %	4%
Jul 2008	930	26	97 %	4%
Dec 2008	930	30	97%	4 %

See SD 4.2 also.

SD - 8.4 Conduct sufficient review and revision to ensure that the CIWMB's regulations are grounded in the best available science, address changing market conditions, and take advantage of developing technologies.

Annual Target: Annual targets for the subsets of the comprehensive review of the CIWMB's regulations will be developed by prioritizing regulatory review. Prioritization will be based on the following criteria:

- o Current and future waste shed diversion needs
- o Current and future gaps in waste management facility infrastructure
- o Review of potential risk posed by the facilities; health and safety and environmental protection needs, including effect of the reduction of greenhouse gas emissions
- o Establishing regulatory framework clarity and parity
- o Coordination with other regulatory agencies

Progress on Targets:

Staff established priority areas for subset reviews based on the priority criteria above, and established the following schedule for reviewing the priority areas:

- o Step 1 - 4th Quarter 2008: Gather information (conduct site visits, interview a wide representation of stakeholders, conduct literature search on research)
- o Step 2 - 1st Quarter 2009: Continue to gather information, interacting with a number of stakeholders, and begin analyzing information,
- o Step 3 - 2nd Quarter 2009: Draft whitepapers on regulatory issues and conduct workshops for in-depth stakeholder discussions
- o Step 4 - 3rd Quarter 2009: Present recommendations on regulatory issues to Board; begin formal rulemaking process as necessary.

Staff visited 23 facilities to better understand the issues, including composting operations/facilities, transfer/processing facilities, recycling centers/processors, landfills using Alternative Daily Cover (ADC), exempt CDI processors, and proposed sites for gasification projects; interviewed more than 55 stakeholders, including LEAs, CIWMB staff, other state agencies, operators, consultants, and other states; and participated in a conference call with 27 states to learn what other states are doing in the regulation of composting and food waste,.

SD - 8.5 Assist local decision-makers in long-range planning to help develop the diversion infrastructure and ensure that it keeps pace with growth and changes in wastesheds.

Annual Target: The first targets will be to conduct preliminary fact finding with jurisdictions and conduct a workshop in 2008 to determine processes and actions needed to complete analyses and identify infrastructure-planning needs.

Progress on Targets:

The Board conducted workshops San Diego on April 16, 2008 and in Sacramento on April 23, 2008 to obtain feedback from stakeholders on what the CIWMB could do to increase siting and capacity of organic diversion facilities. The Board also initiated an ambitious Infrastructure Project (see SD 6.5) which will enable jurisdictions to assess and plan for long-term infrastructure needs.

Board staff also conducted an on-line survey to identify barriers and in-depth interviews to gain a deeper understanding of the barriers to siting organic diversion facilities. Based on the above, Board staff presented eight options at the June 10, 2008 Strategic Policy Development Committee, that the Board could take to increase siting and capacity of organic diversion facilities. The Board directed staff to pursue all 8 options.

SD -8.6 Seek additional legislative authority by September 2008 for more effective enforcement by Local Enforcement Agencies (LEAs) and the CIWMB, including but not limited to, authority for criminal penalties.

Annual Target:

- Starting with the Board report from February 2006 and Board-developed legislative proposals, assess enforcement authority in light of current and future compliance issues and future waste management infrastructure needs.
- Work with LEAs to identify needed changes, develop legislative proposals, and support legislative process.

Progress on Targets:

The Board sponsored Assembly Bill (AB) 2679 was enacted by the Legislature (Ruskin, Chapter 500, Statutes of 2008). The bill was signed into law on September 28, 2008, and will take effect on January 1, 2009. It modifies various enforcement sections of the Public Resources Code ([Chapter 500, Statutes of 2008](#)). There were five major changes made with this statute:

1. Establishment of a minor violation program (Section 40150.2 and Section 45003);
2. Streamlined process for assessment of administrative civil penalties (Section 45010.1);
3. Allow for direct CIWMB enforcement upon mutual agreement with a local enforcement agency (45012);
4. Repeal of the automatic stay of an enforcement action upon a request for a hearing (Section 45017); and
5. Establishment of criminal penalties (Section 45025).

The Board will develop guidance on provisions that are not spelled out in detail in the law (for example, minor violations) and will revise the guidance, if necessary, based on comments that are due in 2009.

SD - 8.7 Seek additional statutory authority by September 2008 to reject incomplete and incorrect applications and provide effective and timely CIWMB review of proposed permits.

Annual Target: A legislative proposal will be developed that will address changes in CIWMB permitting authority by fall 2007 for legislative action in 2008.

Progress on Targets:

A legislative concept to address this issue was developed, but did not attract legislative interest.

SD - 8.8 As part of enhancing CIWMB's enforcement functions, increase the number of independent and random audits and of field investigations of solid waste facilities. Begin by auditing 2% of facilities per year and increase to a total of 10% per year.

Annual Target: Increase by 2% the number of facilities inspected by December 2008, and report the results to the Board in February 2009. Achieve a 10% increase in facility inspections by 2013.

Progress on Targets:

No additional non-mandated inspections were conducted in 2007 at the 897 active authorized solid waste facilities and operations (other than landfills that are mandated to be inspected), so the baseline was zero additional inspections in 2007. To increase independent and random inspections by 2% annually, staff is required to conduct 18 inspections in 2008; 35 inspections in 2009; 88 inspections in 2010; 54 inspections in 2011; 72 inspections in 2012; and 90 inspections in 2013.

- Criteria for selecting sites include: an enforcement order or a history of violations; known public health and safety threats; complaints; unpermitted /temporary permits; sensitive receptors; increased fire

threats; never had a State inspection; been listed on the Inventory; or Board direction to staff to conduct additional inspections.

- In 2008, staff exceeded the 2% increase and conducted 25 focused inspections to meet Strategic Directive 8.8:
 - 14 composting site inspections
 - Nine (9) transfer stations or Material Recovery Facility (MRF) inspections, and
 - Two (2) landfill inspections
- The inspections include:
 - Nine (9) inspections were directed by the Board due to compliance concerns
 - Ten (10) sites with a history of enforcement actions or violations
 - Six (6) sites that recently received a temporary permit or facilities that CEED had not inspected.
- During the 25 inspections staff cited 19 violations and 25 areas of concerns.

SD - 8.9 - Evaluate by January 2008 potential statutory and funding options to enhance local and regional capabilities to prevent and redress illegal dumping. (COMPLETED) Facilitate enhancement of local and regional capabilities to prevent and redress illegal dumping. (CONTINUED ACTIVITY – rev. 2/08)

Annual Target: Report to the Board by December 2007, using a workshop format similar to other Strategic Directive Workshops (for example, producer responsibility, and climate change).

Progress on Targets:

Staff and a panel of Task Force representatives reported to the Board in December 2007.

Additional Achievements:

Staff continued to work through the Illegal Dumping Enforcement Advisory (IDEA) Task Force and its subcommittees to enhance local and regional governments' capability to combat illegal dumping. An IDEA Subcommittee developed a "how-to" guide for the creation of new and expansion of existing local programs focused on the prevention, enforcement and abatement of illegal dumping. This guide is being finalized into a web-based Illegal Dumping Resources Tool Box and should be posted "live" on CIWMB's website by early 2009.

Staff is working with the Imperial County LEA to track progress on the cleanup of the illegal disposal sites identified by aerial reconnaissance through the Tire Program CHP contract in the New River area of Imperial County. This approach holds promise for other areas of the state. An innovative pilot program master agreement was awarded under the Farm and Ranch Grant Program in June 2008 to the LEA to cleanup 15 of these sites. As of December 2008, the LEA lists the total number of sites to be cleaned up at 64 with 27 sites now completely cleaned up. Approximately 5,300 waste tires and over 1,860 tons of waste have been removed from the sites and properly disposed of at a permitted facility.

The Solid Waste Cleanup Program is also working with the Imperial Irrigation District on a grant application for cleanup of another 10 sites. Consideration by the Board of this grant is planned for February 2009.

SD-9: Research and Development of Technology

It is a key value of the CIWMB to encourage innovations and technologies that provide for the most efficient and effective management and reuse of materials, in accordance with the waste management hierarchy and in support of the California Global Warming Solutions Act of 2006.

SD - 9.1 Develop a focused process to coordinate research activities that support the CIWMB's purpose and vision, utilizing basic research, applied research, and technology transfer.

Annual Target: The near term annual targets for SD 9.1 are designed to set the stage for longer-term performance metrics and are the necessary first steps in establishing a coordinated research program. Targets by the end of 2007 are that staff will provide research models to the Board for its consideration. This will provide the Board with framework options and will include suggestions (e.g., budget allocation, BCPs, legislation as warranted) to provide consistent funding for research in 2008.

Progress on Targets:

In March 2008 the Board adopted a research model that would coordinate and direct research activities on an annual basis. The research model identifies the steps necessary for the Board to prioritize and set an annual Research Agenda and its funding level and presents a two-tier research proposal review. Implementation of the model has not been possible, because dedicated funding of around \$2 million per year and dedicated staff (1-2 PY) have not been available.

SD - 9.2 Encourage the development of alternative energy and bio-fuels.

Annual Target: Within the next 12 months, increase the amount of bioenergy and biofuel production from solid waste and landfill gas (LFG). This will likely come from increased LFG-to-energy production or LFG to Compressed Natural Gas (CNG)/Liquefied Natural Gas (LNG) programs coming on-line. Other targets include the need to clarify current regulations and policies related to anaerobic digestion and to obtain Board funding for competitive grants.

Progress on Targets:

It should be possible to estimate the status of capacity of landfill gas to LNG projects resulting from two ongoing demonstration projects, including the Altamont project funded in part by the CIWMB and the Bowerman LNG expansion project funded in part by ARB. The Altamont project is required to be constructed in spring 2009 for capacity of minimum 10,000 gpd. Baseline production from a prior project at Bowerman was 5,000 gpd. Other landfill gas to energy status will need to be updated in consultation with the California Energy Commission (CEC). It is unlikely that other new solid waste to energy projects (e.g., anaerobic digestion) will come on-line, other than the ongoing University of California, Davis (UCD) digester and Yolo Co. landfill-based projects.

The Board released a guidance document that provides a basic outline of how current Board statutes and regulations apply to various types of conversion technologies. Staff continued to work with sister agencies to resolve regulatory issues related to landfill gas and nitrogen oxide standards (i.e., the “engine rule” being considered by the South Coast Air Quality Management District).

Additional Achievements:

As part of its efforts in this area, the Board continues to work with other agencies under the auspices of the Bioenergy Interagency Working Group and the California Biomass Collaborative. Staff continued to assist Los Angeles City and Los Angeles County on their assessments of bioenergy projects.

Staff also continued to manage several demonstration projects: 1) Altamont liquefied natural gas from landfill gas project; 2) UC Davis anaerobic digester project examining the use of digesters and biomixer technology to produce methane from MSW; 3) In-situ anaerobic digester that uses an existing lined landfill cell at the Yolo County landfill to produce methane, carbon dioxide, and electricity; and 4) A gasification-to-mixed alcohols facility using Material Recovery Facility (MRF) residuals as a feedstock.

SD - 9.3 Play an active role in the Bio-Energy Inter-Agency Working Group.

Annual Target: For the next 12 months, the Board will assist the CEC with the communications plan and will continue to be an active participant in the Working Group.

Progress on Targets:

See SD 9.2

SD - 9.4 Actively participate in Climate Action Team and implement the greenhouse gas reduction plans as part of the effort to reduce greenhouse gas emissions.

Annual Target: Annual targets are completion of essential projects designed to encourage the achievement of climate change metrics. These targets include the guidance document for Best Management Practices (BMPs) to reduce greenhouse gas from landfills by March 2008; working with the ARB to initiate rulemaking on landfill early action measures; additional definition for implementation of commercial recycling and other greenhouse gas reduction options; final reports on landfill gas to LNG demonstrations grants by April 2009; final report on the organics lifecycle assessment and greenhouse gas economics study by January 2009; and final report on the CEC landfill methane study by May 2010.

Progress on Targets:

During 2008, the CIWMB Chaired the Climate Action Team (CAT) Recycling and Waste Management Subgroup, which developed seven measures to reduce greenhouse gas (GHG) emissions and meet AB 32 requirements. Most of the Subgroup's measures are included in the Scoping Plan adopted by the ARB in December 2008 and now will move into the early implementation planning phase. The Recycling and Waste Sector includes two main categories of measures: the High Recycling/Zero Waste Strategy and the Landfill Methane Capture Strategy.

To implement the Landfill Methane Capture Strategy, ARB staff in collaboration with CIWMB staff is developing a regulatory control measure. The proposed regulations are expected to be adopted by the ARB in early 2009. Based on the final ARB control measure and other ongoing studies, CIWMB will review its own State Minimum Standards for potential regulatory changes under CIWMB jurisdiction that would achieve additional reductions.

The Board also adopted a guidance document for Best Management Practices (BMPs) to reduce greenhouse gas from landfills and continues to work with the CEC on the landfill methane study to be completed in 2010. The final report on the organics lifecycle assessment and greenhouse gas economics study has been delayed until late 2009, in part because of the months-long contract freeze during 2008 and in part because more time is needed to complete some of the modeling activities.

Additional Achievements:

Within the High Recycling/Zero Waste Strategy, additional key activities during 2008 included:

- Working with ARB on authority, implementation, & resource issues
- Ongoing contract work on Lifecycle Assessment and Economic Analysis of Organic Management Options
- Contract award for Economics Study for Commercial Recycling
- Ongoing contract work on the Climate Change Action Network project with Institute for Local Governments
- Participation on seven CAT Subgroups (Recycling & Waste Management [Chair], Green Building, Land Use, Agriculture, Economics, Research, and State Government)
- Working with California Climate Action Registry and the ARB on protocols for Landfills, Co-Digestion, and Community Operations
- Participation on Technical Advisory Group for Chicago Climate Exchange in protocol development for Composting of Food and Yard Waste
- Participate in ARB/CAPCOA Composting Work Group
- Working with US EPA on Climate Change Seminars
- Participation in West Coast Forum's Inventory and Research workgroups.
- Ongoing contract work on organics projects that increase procurement and markets for compost and encourage organics diversion alternatives (See SD 6.1)
- Participation and ongoing work with the Western Climate Initiative's Offsets Subcommittee.
- Working with ARB staff to incorporate solid waste management and recycling into the performance standards for determining interim significance thresholds for greenhouse gases under CEQA.

SD-10: Fiduciary Responsibility

It is a core value of the CIWMB to safeguard public funds, maintain integrity, and provide financial transparency.

SD -10.1 Ensure the fiscal integrity and the appropriate protection of CIWMB funds for contracts, grants, loans, oil fee-payers, covered electronic waste recovery and recycling claims, and reimbursements. (rev. 6/08)

Annual Target: A decrease in audit findings from the previous year. *Note: The effectiveness of changes implemented as a result of an audit finding now will not be seen until those processes are available for audit (approximately 3 years).*

Progress on Targets:

The actual measurement of this activity will be captured in the output from SD 10.2 and SD 10.3.

SD -10.2 Conduct regular audits of the CIWMB’s fiscal processes.

Annual Target: Internal controls will be reviewed annually for compliance with Financial Integrity and State Manager’s Accountability (FISMA) Act and the State Administrative Manual (SAM). FISMA audit assignments will be conducted throughout the biennial period to determine FISMA compliance. Audit completion is due by December 31 of every odd year.

Progress on Targets:

The next FISMA audit is due at the end of 2009 and is approximately fifty percent complete. The previous FISMA audit revealed ten areas of concern which have been addressed and corrected.

SD - 10.3 Audit a minimum of 4% of loans, 8% of grants, 5% of contracts, 16% of oil fee payers, and 9% of covered electronic waste recovery and recycling claims in 2008-09, and increase thereafter annually to an overall 17% audit rate. (rev. 6/08)

Annual Targets: The first annual target will be to achieve a 5% annual audit rate. Audit targets will be selected using a single or multiple parameter(s) to identify an annual audit plan. The annual audit plan is prepared at the beginning of each fiscal year, outlining the parameters used and the clients/jurisdictions selected for audit.

For example:

- 1) Grants: Grants with a lapsed ending date and a remaining outstanding balance or grants with disencumbered amounts in excess of a selected benchmark (i.e., \$15,000).
- 2) Fee Payers: Select four targets annually, two from above and two from below the median return amount.

Progress on Targets:

	Status	% complete of year 1 targets	1 yr goal	Universe/17%
Loans	0 (2)	0	5% (2)	45 (8)
Grants	42 (45)	93	8% (45)	*567 (96)
Contracts	0 (2)	0	5% (4)	76 (13)
Fee Payers	4 (4) on-going	50	17% (4)	**133 (4)
E-Waste	21 (32)	66	9% (32)	350 (60)
Fund 100	1 (1) on-going	75	17% (1)	1 (1)
FISMA	1 (1) on-going	50	17% (1)	1 (1)

* Annualized percentage rate (from a three year period)

** 3% of universe (4 of 133) equals 17% of average annual returns

Additional Achievements:

Staff continued building the Audits and Evaluations Unit and established new ambitious goals approved by the Board in June 2008.

Recruitment and training continues in order to attain the long range goal of annually auditing 17 percent of the Board’s grants, contracts, loans, and e-waste claims.

Special projects are underway that will further ensure fiscal integrity:

- Review of Board Decisions.
- Tire Enforcement Assistance (TEA) Program audit resolution.
- Overhead review and sampling of grants.

SD - 10.4 Report annually to the CIWMB Board on the status of grants and evaluation of program effectiveness in achieving intended results.

Annual Target: Audits will be conducted throughout the year that cover multiple grant programs and cycles. Each grant program will be reviewed for effectiveness when it comes before the Board for consideration of scoring criteria and evaluation process. Recommendation will be made for program improvements.

Progress on Targets:

Please see SD 10.3. Individual program updates are provided to the Board via our criteria and award items. Program has begun a comprehensive evaluation of the Used Oil Program and will be bringing recommendations to the Board for consideration later this year.

In addition, a Grants Working Group has been formed consisting of staff from Program, Legal, and the Executive Office. The purpose of the group is to review policies and procedures to ensure consistency, streamlining and to better meet the needs of stakeholders.

SD - 10.5 Require a Grant Self-Assessment Checklist of all grant programs to be conducted by the grantee at conclusion of grant; system to be in place by the beginning of fiscal year 2008-09. (rev. 6/08)

Annual Target: Collection of the checklists for each grant cycle.

Progress on Targets:

The Grant Self-Assessment Checklist has been developed and is now incorporated in the Board's Grant Agreement packages

SD-11: Public Outreach and Environmental Education

It is a core value of the CIWMB to educate the public about sound environmental principles and practices.

SD - 11.1 Conduct regular public education and public outreach statewide, resulting in annual increases in the public's awareness of the CIWMB and sound environmental practices.

Annual Target: By November 2007 bring to the Board the results of a consumer awareness and behavior study.

Progress on Targets:

In the fall of 2007, OPA conducted a telephone survey of California residents regarding their environmental priorities, their awareness of the practices that reduce landfill waste and their waste reduction and recycling habits. Key findings included:

1. Residents are significantly more familiar with recycling practices than they are with strategies for reducing waste, including re-using products or buying items with less packaging.
2. California residents are well informed about the kinds of household waste that can be recycled, although awareness varies by language spoken.
3. When needing information on waste reduction and recycling, residents most frequently conduct an Internet search and, secondly, contact a government agency.
4. Among households that recycle 25 percent or less of their household trash, the two most frequently cited reasons for not recycling was the inconvenience of storing recyclables and not having recycling bins, both at 22 percent.
5. In contrast to recycling habits, the majority of California residents are not consistently practicing waste reduction strategies.
6. Survey can be found on Boards publication website.

SD - 11.2 Work with the State Board of Education to approve the Model Curriculum.

Annual Target: Over the next twelve months, field testing of the Education and the Environment Initiative (EEI) Curriculum units will be completed. The long term goal is 150 units submitted to the State Board of Education (SBE) for approval in September 2009.

Progress on Targets:

Field and pilot testing of the EEI curriculum will be completed in April 2009. All of the 85 EEI curriculum units are currently in development or being field or pilot tested. A rigorous and in-depth review system for each EEI curriculum unit is in place. Context experts from across the nation are providing feedback and assuring accuracy. Curriculum units are being field and pilot tested in school districts across the State and the feedback from the teachers is outstanding. Content Review Experts and Instructional Materials Reviewers will be trained in April 2009 for their independent review of the EEI curriculum. They will convene in August 2009 for deliberations and to prepare their Reports of Findings that will be submitted to the Curriculum Development and Supplemental Materials Commission and SBE. The goal is now the production and dissemination of 85 EEI curriculum units. The number decreased due to correlation with academic content standards and contract suspensions resulting in production delays due to the Governor's Executive Order. The SBE requested we seek curriculum approval in January 2010.

SD - 11.3 Secure participation and monetary support by appropriate state agencies for the Education and the Environment Initiative (EEI)

Annual Target: A sample BCP and sample MOU for agencies to utilize for annual contributions to the Environmental Education Account (EEA). The goal is \$250,000 in fiscal year 2007/2008.

Progress on Targets:

This target was successfully met in 07/08. EEI received \$1,777,000 in contributions in FY 07/08 from the State Water Resources Control Board, State and Consumer Services Agency, Office of Environmental Health Hazard Assessment, Department of Toxic Substances Control and Integrated Waste Management Board.

Additional Achievements:

The Department of Conservation contributed \$1.16 million in FY 08/09 to complete the development of the EEI curriculum. Diversification of EEI funding from state agencies has been very successful.

SD - 11.4 Secure at least 50% of the total funding for EEI public outreach and education from private entities.

Annual Target: \$1,000,000 in 12 months

Progress on Targets:

This target has not been met. \$250,000 was raised from the private sector (The David and Lucille Packard Foundation) in 2007/2008 to support Strategic Planning. To meet this target, the Board approved the hiring of a professional fundraiser. Efforts are underway to do so and the fundraiser will prepare a Fundraising Plan to solicit support from individuals, corporations and foundations. The fundraiser will provide a roster of potential supporters and assist in the solicitation efforts.

SD-12: Training and Development

It is a core value of the CIWMB to have a comprehensively trained and developed staff, and to provide training to LEAS, relevant private and non-profit organizations, and city and country recycling professionals.

SD - 12.1 Provide training and development for staff in the skills required to do their jobs effectively and in the skills needed for advancement.

Annual Target: *The target for this sub-directive is to identify mandatory training needs. Additionally, all staff will complete the mandatory writers' training class.*

Progress on Targets:

The Office of Training has provided classes in administrative and technical writing, public presentations, interviewing techniques, and an entire leadership series for staff and/or management. From June 2007 through December 2008, the training program facilitated nearly 900 enrollments; over 400 individuals attended at least one class, and 91 various classes/trainings were conducted. In addition, many staff took classes focusing on their areas of interest such as contracts management, computers, analytical work, accounting, and auditing. Staff and supervisors have also taken training classes required by law. These classes include the two week basic supervision classes, sexual harassment prevention, driver's safety, first aid and many more.

SD - 12.2 Provide ongoing training in the principles of integrated waste management for all staff and members of the CIWMB Board; program to be implemented by January 2009. (rev. 2/08)

Annual Target: *The annual targets for this sub-directive are to develop the course materials and to schedule the first set of classes.*

Progress on Targets:

A series of classes on the Principles of Integrated Waste Management is being developed and is scheduled to begin to begin in April 2009. The series will consist of monthly sessions focusing on various waste management issues and will include a lecture series, group problem solving opportunities, and onsite tours.

SD - 12.3 Develop a comprehensive training program for the CIWMB's LEA regulatory partners to ensure the safe management of solid waste by January 2008.

Annual Target: *Staff will continue to conduct training needs assessments for LEAs and tire compliance and CIWMB staff, as well as operators. The training curriculum and schedule will be adjusted to match the identified needs. Training delivery will also be tied to LEA performance, as well as any changes in the waste management infrastructure or regulatory structure.*

Progress on Targets:

Training was provided throughout the year on a host of topics including CEQA and solid waste permitting, landfill gas, managing conflict, dead animal disposal, universal, electronic and radioactive waste, as well as a full suite of health and safety training. For the year, the training program and health and safety program provided training to over 1112 participants, an increase of 33% from last year, with an additional 350 attendees at the conference which is an increase of 29% from last year.

Staff solicited satisfaction and course evaluation surveys in all Waste Compliance and Mitigation Program (WCMP) sponsored training programs. Ninety percent of the nearly 1500 attendees (CIWMB and LEA staff) in the health and safety training rated the courses as excellent. The overwhelming majority of the 600 attendees in the other training courses (CIWMB, operator and LEA staff) (approximately 80%) improved in knowledge and approximately 90% of the attendees rated the instructors as being effective communicators.

SD - 12.4 Develop a certification program for recycling professionals in the public and private sectors by June 2008.

Annual Target: *Staff will gather information on the need for a certification program and develop and analyze a variety of options for consideration to implement such a program.*

Progress on Targets:

The Board contractor has researched and evaluated the merits of certification programs throughout the United States and Canada, and presented findings to Executive Staff in December 2008. After making adjustments based on feedback from Executive Staff, the contractor will submit a report with findings and recommendations.

SD - 12.5 Provide the regulated community with access to all relevant CIWMB training.

Annual Target: *All relevant trainings will be made available via the web to the regulated community.*

Progress on Targets:

All relevant CIWMB trainings continue to be provided to the regulated community through our divisional outreach efforts, web broadcasting of informational sessions, and videos available for downloading off the web. See the detailed response to SD 12.3.