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To: Mr. Joey Hejnowicz, Administrative Analyst, Ms. Gloria Hurtado, Deputy City Manager,
City of Santa Rosa

From: R3 Consulting Group

Date: December 11, 2018

Subject: Summary of Stakeholder Engagement Memorandum (Task 2.1)

Overall Summary

Stakeholder engagement is a cornerstone to this project. The Project Team, including the R3 team and SCS Engineers, developed presentations, facilitated meetings, and presented to many different stakeholders throughout this engagement period. The full scope of the engagement period included:

- One (1) online community survey;
- Four (4) community workshops;
- Two (2) focus groups; and
- Twenty-two (22) meetings with a combination of key stakeholders, service providers, active community members, and community groups.

Stakeholder input, ideas, and concerns were all essential to learning the history of waste in Santa Rosa, understanding the community's current relationship to waste, and developing strategies for increasing waste diversion. Beginning with the Zero Waste Symposium in May, our engagement period spanned over six months into November. Overall, common threads throughout the community engagement process included:

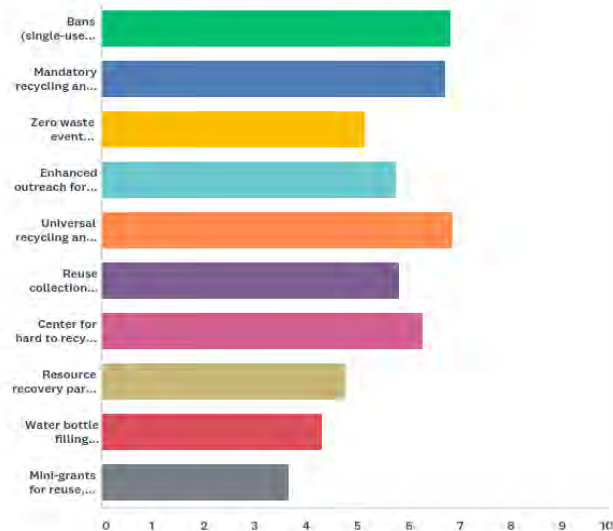
- A need for an updated construction and demolition (C&D) ordinance to increase the amount of recycling from C&D projects in the City;
- A need for technical assistance to commercial and multi-family residents;
- An interest in developing policies that target a reduction in plastics City-wide and eliminating organics going to landfills;
- Preference in utilizing the City's existing solid waste programs through the franchise agreement with Recology; and
- Robust discussion around culture change elements including community-wide reuse events, zero waste event requirements, waste education in schools, and more.

Community Survey

A community survey was launched online on May 10th, 2018, and at Sonoma County Zero Waste Symposium. The survey was designed to gather input from residents and businesses, and other interested stakeholders, on potential initiatives to help Santa Rosa reach zero waste. It also helped gauge the importance of living in a zero waste community and documented creative ways community members are working to reduce waste in their daily lives.

Figure 1: Community Survey Initiative

Q5 Please rank the following policies, programs, infrastructure and culture initiatives. Which do you think are most important for helping Santa Rosa reach zero waste? (Scale of 1 to 10, with 1 being the highest priority)



The survey was successful in collecting direct feedback from Santa Rosa community members: of the 773 total survey responses received, 95% were from Santa Rosa residents. A remarkable 89% of survey respondents reported that it is somewhat to very important to live in a zero waste community, and 76% felt they could do a better job at wasting less. The most requested resources to support waste reduction included more education, signage, and community classes or workshops. 375 people indicated interest in receiving project updates, and 209 said they wanted to participate in a focus group. Findings from our focus groups are discussed in the Summary of Focus Groups Memo.

Community Survey Excerpt

"I could do much better. Recycling alone is not enough, given the recent push back from Chinese recyclers. Apartment buildings, such as where I live at present, could do much more to reduce waste."

Community Workshops

Over the course of three months (August–October), four community workshops were conducted to develop and receive feedback on potential strategies to reduce overall waste in Santa Rosa. At each workshop, Recology representatives were present to answer any hauler specific questions. Spanish interpretation services were advertised and made available at all workshops. The vast majority of attendees were residents of Santa Rosa or people who work in Santa Rosa.



Figure 1: Community Workshop

Findings

Workshop 1 and 2 – The Story of Waste

The first workshops were conducted on August 7th and August 8th, 2018. Both workshops were an introduction to waste in the City of Santa Rosa and Sonoma County. A review of the history of waste, education of what goes in each bin, and the lens of the project were presented to attendees. Between both workshops, over 20 people attended. Workshop participants played a game called “What Bin Does It Go in?”. This exercise reinforced the need for ongoing education regarding what materials are recyclable and compostable in Sonoma County. The Project Team received feedback on a variety of topics that were centered around education, and access to existing and new resources. This included a need for bins in some multi-family and commercial locations in Santa Rosa and the desire for more resources explaining what can be recycled and where to dispose of HHW.

Workshop 3 – Potential Strategies for Zero Waste

The third workshop focused on presenting takeaways from community engagement the Project Team had conducted to date, including the community survey and majority of the stakeholder meetings presented in the latter half of this memorandum. Additionally, findings from the waste model representing what is in Santa Rosa’s waste stream were presented and areas of improvement discussed. This workshop was held on September 10, 2018 and was attended by 15 people.

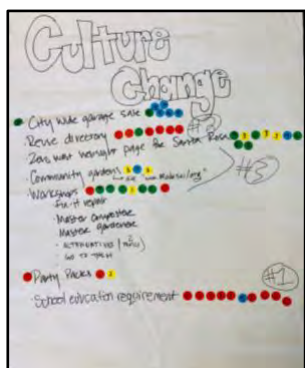


Figure 2: Workshop 3
Sticker Game

An interactive component of the workshop invited participants to generate ideas around the types of strategies that could be in the City’s plan. Large pieces of paper with the headings of “Policy”, “Program”, and “Culture Change” were on the walls of the meeting room with examples of various strategies the City could have in its plan. Attendees were asked to vote by placing stickers on the strategies that they agreed with most, or write in a strategy that was not already listed. A robust discussion regarding which of the strategies were most liked and disliked was held after. The clear standout strategy of this exercise was increased education in schools for younger children around waste reduction, recycling and composting.

The concept of “zero waste” was presented and discussed with the group at this workshop. All attendees decided that the term was useful and did not have any issues with the phrase. The group agreed with the traditional measure of zero waste as 90% diversion from landfill and using diversion as a metric for

measuring waste. Additional feedback from residents around the term was recorded during the two focus groups held. More information can be found in the Summary of Focus Groups Memo.

Workshop 4 – Draft Zero Waste Plan and Economic and Greenhouse Gas Reduction Analysis

The final workshop was held on October 22, 2018, which was attended by 16 people. Potential strategies for the City's plan based on community feedback, stakeholder meetings, and waste modeling were discussed in this workshop. Estimates of cost, diversion potential, greenhouse gas reduction and implementation timeline were introduced to the public. The proposed strategies for the plan presented at the workshop were:

- Mandatory Recycling and Compost
- Single-Use Plastic Ban
- C&D Ordinance Update
- Zero Waste Culture Change
- Targeted Technical Outreach

Workshop 4 Quote

"Education has to be targeted to the waste that is generated."

A vote was conducted near the end of the presentation for attendees to use stickers to indicate if they agreed or disagreed with each of the strategies. Overwhelming, all strategies were received very favorably by the community members present. A conversation about making recycling and composting mandatory was the only conflict regarding the change in tone when making something required rather than incentivized.

Workshop Hot Topics

- Workshop 1 and 2
 - Lack of safe disposal of expired medications and sharps in the City
 - Need for food recovery
 - Extended producer responsibility for plastics
 - Need for education
 - Resources and access regarding waste reduction programs and education for residents
- Workshop 3
 - School education requirements
 - Clarification around what is currently accepted as compost (in regards to bioplastics)
- Workshop 4
 - Working with other groups (housing, industry, and building stakeholders) to collaborate on implementation of the C&D Ordinance Update and Targeted Technical Outreach proposed strategies

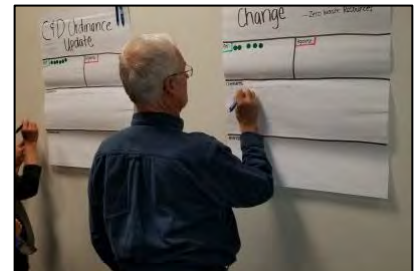


Figure 3: Workshop 4 attendee casting his vote on the proposed strategies for the Plan.

Key Stakeholders

The Project Team identified key stakeholders and implementers in Santa Rosa vital to the development of this Plan. The key stakeholder meetings served as an opportunity to speak with those most closely associated with the City's waste, review historical and current data, and identify City-specific waste trends. Robust discussions of existing conditions and what is seen on a day-to-day basis were important in informing the approach and development of the Zero Waste Plan.

Two meetings were conducted with the City's Mayor and Councilmembers, many of which had personal experiences to underscore why the Plan is important and help pinpoint areas of improvement. The County of Sonoma was engaged because it owns the landfill that Santa Rosa's garbage is brought to. There have been some complications with the Waste Disposal Agreement (WDA) between the City and the landfill operator, Republic, due to its limiting of the flexibility that the City has in terms of where it disposes of its waste and recyclable material. Sonoma County Waste Management Authority (SCWMA) is the City's partner in implementing various waste diversion activities in the community, and is eager to continue this collaboration. SCWMA is currently focused on its Polystyrene and Straw model ordinances to ban these materials in Sonoma County.

Findings

These stakeholders have a deep understanding of the complexities of the solid waste system in Sonoma County. Councilmembers spoke to the recent rate increases in the City, and a desire for cost-effective and realistic strategies. Councilmembers also agreed that waste education is important for residents, especially providing waste education in schools.

The partnership between the City and SCWMA is longstanding and will be important to maintain in the future. SCWMA provided the Project Team with helpful historical data to use in the City's waste modeling, discussed the need for coordination and monitoring between the various C&D haulers in Santa Rosa. The Project Team also had in-depth discussions on waste reduction and the need for community education with the AB 939 Local Task Force and SCWMA. The County's pounds per person per day (PPD) has gone from a reduction year over year to an increase every year since 2014. In 2014, SCWMA completed a waste characterization study which showed that a large amount of organic material is still going to landfill rather than being composted. Additionally, the amount of plastics disposed in Sonoma County has increased substantially. These results, combined with the increase in County PPD, present a very convincing argument for providing more education and increasing access to recycling and organics collection containers in the community.

Key Stakeholders Discussion Themes

- Waste education
- Reduction of organics going to landfill, especially food waste
- Eliminate single-use plastics
- No short-term rate increases

Interviews

- Mayor Chris Coursey

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- Councilmembers Chris Rogers, John Sawyer, Julie Combs, and Jack Tibbetts
- AB 939 Local Task Force
- Patrick Carter, Executive Director, Sonoma County Waste Management Authority (SCWMA)
- Trish Pisenti, Deputy Director of Transportation and Operations, Sonoma County
- Adrian Diaz, Refuse Enforcement Specialist, Sonoma County

Service Provider Interviews

The Project Team engaged in a dialogue with solid waste service providers to better understand the local and regional infrastructure, collection and processing, reuse and remanufacturing capabilities in Santa Rosa. We spoke with the majority of local service providers that conduct business in Santa Rosa, particularly in the C&D sector, as well as Recology, the City's exclusive waste hauler for residential, multi-family, and commercial waste.

Findings

As the City's hauler for all franchised waste, Recology Sonoma Marin, has on-the-ground knowledge of Santa Rosa's waste generation and opportunities for increased waste diversion. Recology also sees the contamination in recycling from the sorting line of its materials recovery facility (MRF), and mentioned that single use plastics, especially food service items, are persistent. The popularity of online shopping has led to a large increase in the amount of cardboard that Recology collects. Recology's Zero Waste Specialists work directly with residents and businesses in Santa Rosa to help them increase their recycling and composting. However, space constraints, particularly in the City's downtown area, present a challenge for many businesses. Specialized technical support is needed for many Santa Rosa businesses.

We also gained valuable insight into the reuse network and deconstruction activities in the City of Santa Rosa. Nicole Tai, the owner of GreenLynx, spoke of the uncoordinated nature of reuse stores in Sonoma County. Contamination in C&D loads brought to Pacific Sanitation and other facilities is oftentimes due to the amount of garbage and non-recyclable materials that are mixed together with the recyclable materials at a jobsite. Additionally, a trend towards favoring mixed C&D bins (i.e., putting all C&D materials into one bin then sorting it later at a facility) causes a decrease in the amount of recoverable materials that can be sorted and recycled. Source separation of C&D materials on site can be highly beneficial to increasing diversion. Republic noted the importance of increasing food waste collection, and obtaining flow control for feedstock sent to the proposed Renewable Sonoma facility to support its operation.

Service Provider Discussion Themes

- Uncoordinated network for reuse in Santa Rosa

Nicole Tai on Reuse in Santa Rosa

Nicole Tai has worked in the reuse industry for 24 years. During the interview she emphasized encouraging reuse and better recycling practices in the construction industry. Ms. Tai also pointed to deconstruction as an important strategy to promote reuse of building materials and furniture. The City could encourage and incentivize reuse by updating its C&D Ordinance. While deconstruction is not the best approach for all building projects, other best practices like requiring source separation of C&D materials can greatly increase the amount of materials diverted from landfill.

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- Permitting complications for deconstruction / reuse, and solid waste management facilities
- Contamination is a continuous problem in all waste generation sectors, including the C&D sector
- Improving source separation will increase diversion for the builder and the MRF

Interviews

- Fred Stemmler, General Manager, Recology Sonoma Marin
- Celia Furber, Zero Waste Manager, Recology Sonoma Marin
- Nicole Tai, President, Green Lynx
- Dustin Abbot, CFO, M&M Services dba Pacific Sanitation
- Doug Moreda, CEO, M&M Services dba Pacific Sanitation
- Rick Downey, Division Manager, Republic Services and Industrial Carting

Community Meetings

The Project Team attended various community meetings to make announcements regarding upcoming workshops and gather input. At each meeting we discussed the goals of the Plan and solicited feedback regarding challenges in progressing towards Zero Waste, potential improvements that the City could influence, and what each community organization would like to see included in the Plan.

Findings

Community meetings began with the Zero Waste Symposium in May 2018. An introduction to the planning process was given and initial feedback received from attendees. Many people were happy to see the City undertake this planning exercise and freely volunteered their thoughts on strategies the City could explore during its planning effort. In addition to the Symposium, in other community meetings we discussed many potential waste reduction strategies varying from zero waste event requirements to focusing on ways to engage schools in Santa Rosa. Specific ideas around making community events (e.g., markets and concerts) zero waste were brought up in the Zero Waste Task Force Subcommittee meeting. For example, people spoke of other jurisdictions in Sonoma County taking the lead to be less wasteful at public events and shared ideas of how to harness volunteers to stand by waste stations and help people recycle and compost correctly. Another reoccurring comment was to have more recycling, and composting bins in public parks and facilities to increase access and support making the right choice to recycle or compost waste.

Hispanic Community Meetings

The Project Team, in conjunction with Hugo Mata of Soluna Outreach Solutions, conducted three community meetings in Spanish as a part of our outreach process. These Spanish-language meetings were designed to gather ideas and identify barriers to higher waste diversion in Santa Rosa. These meetings took place at the Roseland Village Neighborhood Center on October 10th, 17th, and 18th of 2018.

The participants were very engaged, which made the presentations highly interactive. During the breakouts each meeting, community members had the opportunity to write down their ideas and later share these with the group.

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Some of the common themes mentioned during the meetings included the importance of keeping streets clean, creating more bilingual educational programs focusing on waste reduction in all areas (businesses, schools, religious venues and residents), take-back producer responsibility programs and promoting waste diversion programs utilizing every possible medium (social media, radio, TV, community events etc.). Several participants mentioned that it would be a good idea to ban the use of plastic bags altogether and to enforce the already existing laws to fine people for littering.

Other comments stressed the need for more educational programs ranging from community workshops and door-to-door outreach to including the homeless community as part of street cleanup efforts. While participants didn't elaborate in detail, they would like to create a program where the homeless could be given the responsibility to help keep the streets clean and free of debris, preventing litter from ending up in storm drains.

Community Meeting Discussion Themes

- Recycling and composting education in schools
- Outreach and education for commercial generators
- Bilingual education needed
- Establishment of zero waste events requirements
- A need for water filling stations, (e.g. hydration stations) in and around the City
- Reuse focus including community events
- Bans (polystyrene, straws, plastics)
- More trash cans for disposal as well as bins for recycling and compost at parks and other outdoor areas in the City
- Education at farmer's markets and other public events

Interviews and Meeting Announcements

- Sonoma County Zero Waste Symposium
- AB 939 LTF Meeting
- Zero Waste Taskforce Meeting (3)
- SCWMA Board of Directors Meeting
- Hispanic Community Meetings (3)
- 350 Sonoma
- Portia Sinnott, ZWUSA Program Director
- Mary Munat, Founder and CEO, Green Mary
- Marty Bennett, North Bay Jobs with Justice

Green Mary on Zero Waste Events in Santa Rosa

Mary Munat aka "Green Mary" founded her event greening business over 15 years ago. Throughout her years of experience, Mary has identified the best ways to be successful at hosting a zero waste event, such as requiring the Event Coordinator to have a recycling plan. This plan should at a minimum require three streams, sorting of material at the end of the event, and promoting reuse at the event. Mary works closely with the City and County of San Francisco, which has recently required all events to have 20% of their event cups to be reusable. They have also banned the distribution of plastic bottles at events. For large events like the Wednesday Night Markets, large sporting events, and more, the City could revise its event permits to promote reuse and recycling.

Appendix A

Hispanic Community Meeting Results



Workshop 3 – Ranking of Policies, Programs and Culture Change Ideas Results



The image displays six hand-drawn posters for a community meeting, each with a title, a 'For' and 'Against' section with green dots, a 'Comments' section with handwritten notes, and an 'Alternatives' section.

- Technical Assistance:** The 'For' section has 10 green dots, and the 'Against' section has 1. Comments mention 'CHANDLER-PHILIPPO' and 'USDO'. Alternatives are listed.
- C&D Ordinance Update:** The 'For' section has 10 green dots, and the 'Against' section has 1. Comments mention 'C&D Ordinance' and 'Update'. Alternatives are listed.
- Mandatory Recycling and Composting:** The 'For' section has 10 green dots, and the 'Against' section has 1. Comments mention 'Mandatory Recycling and Composting'. Alternatives are listed.
- Single-Use Plastics Ban:** The 'For' section has 10 green dots, and the 'Against' section has 1. Comments mention 'Single-Use Plastics Ban'. Alternatives are listed.
- Culture Change:** The 'For' section has 10 green dots, and the 'Against' section has 1. Comments mention 'Culture Change'. Alternatives are listed.
- Zero Waste Event Requirements:** The 'For' section has 10 green dots, and the 'Against' section has 1. Comments mention 'Zero Waste Event Requirements'. Alternatives are listed.