

2007 CIWMB Strategic Directives

Note: The 2007 directives have been superseded.

In 2006 the Board leadership began to examine how the Integrated Waste Management Board would continue to affect change following meeting the Integrated Waste Management Act of 1989 (AB 939, Sher) mandate of reaching 50 percent diversion statewide. The Board sought input from stakeholders and other interested parties as to priorities and needs of California and met continuously to identify the most effective and efficient means to create a zero waste California.

As a result, the Board unanimously adopted the following strategic directives (purpose, vision, and core values) at its [February 13, 2007 meeting](#). These strategic directives serve as a tool that will allow the CIWMB to continue to provide outstanding service to the State of California and reduce the amount of resources being wasted.

The Board continues to be committed to working in partnership with local government, private businesses, and product manufacturers to develop a future modeled on resource stewardship and waste minimization.

- [Strategic Directives \(SD\) 1-12](#) (Revisions effective June 2008).
- [Governance Policies](#) (Revisions effective May 20, 2008): Governance Process and Board-Staff Linkage.
- [2008 Progress Report](#) (CIWMB's progress in meeting its 2007 Strategic Directives annual targets).

Purpose, Vision, and Directives

SD-1. Purpose

The purpose of the California Integrated Waste Management Board (CIWMB) is to protect and preserve our public health and safety, our resources, and our environment. To meet the mandates in the Integrated Waste Management Act, the CIWMB implements programs to reduce waste generation; divert materials from landfills; recover resources and direct them to their highest and best use, in accordance with the act's waste management hierarchy (Public Resources Code section 40051); remediate illegal sites; and, ensure compliance with applicable state standards. CIWMB programs are also conducted in support of the [California Global Warming Solutions Act of 2006](#).

SD-2. Vision

The vision of the CIWMB is a sustainable California, where all resources are conserved to the maximum extent feasible, greenhouse gases are reduced, and our unique natural environment is preserved for future generations.

SD-3-12. Directives

These pages also include information on baseline measurements, metrics or performance criteria, annual targets, key activities, and progress on targets.

- **SD-3. [Minimize Waste](#)**
- **SD-4. [Landfill Management](#)**
- **SD-5. [Producer Responsibility](#)**
- **SD-6. [Market Development](#)**
- **SD-7. [Customer/Local Assistance](#)**
- **SD-8. [Enforcement/Permitting](#)**
- **SD-9. [Research and Development of Technology](#)**
- **SD-10. [Fiduciary Responsibility](#)**
- **SD-11. [Public Outreach and Environmental Education](#)**
- **SD-12. [Training and Development](#)**

Note: SD=Strategic Directive, GP=Governance Process, BL=Board-Staff Linkage

CALIFORNIA INTEGRATED WASTE MANAGEMENT BOARD

STRATEGIC DIRECTIVES

SD-1: Purpose

The purpose of the California Integrated Waste Management Board (CIWMB) is to protect and preserve our public health and safety, our resources, and our environment. To meet the mandates in the Integrated Waste Management Act, the CIWMB implements programs to reduce waste generation; divert materials from landfills; recover resources and direct them to their highest and best use, in accordance with the Act's waste management hierarchy (Public Resources Code section 40051); remediate illegal sites; and, ensure compliance with applicable state standards. CIWMB programs are also conducted in support of the California Global Warming Solutions Act of 2006.

SD-2: Vision

The vision of the CIWMB is a sustainable California, where all resources are conserved to the maximum extent feasible, greenhouse gases are reduced, and our unique natural environment is preserved for future generations.

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.

Specifically, the CIWMB will:

1. Provide vigorous oversight of local jurisdictions to ensure that 50% diversion is maintained among those that have already attained it.
2. Increase the number of local jurisdictions that reach the 50% level.
3. Continually increase the statewide annual diversion rate beyond 50%.
4. Increase the annual waste tire diversion rate to 90% by 2015.
5. Work with other state agencies to minimize litter and the uncontrolled release of materials harmful to the environment.
6. Seek statutory authority by September 2008 to develop a timely and accurate compliance measurement system. **COMPLETED (rev. 2/08)**
7. Develop a full-cost accounting analysis to compare the costs and benefits of waste prevention, recycling, composting, technology, and landfills. **(rev. 2/08)**

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.

Specifically, the CIWMB will:

1. Assure that 100% of active landfills meet state minimum standards as well as permit terms and conditions.
2. Assure that 100% of active and closed landfills have plans for post-closure maintenance and appropriate levels of funding for closure, post-closure maintenance, operating liability, and corrective action.
3. Reduce the number of facilities on the non-compliance (“Inventory”) list.
4. Study and report to the CIWMB Board by January 1, 2008 what financial requirements should be considered to assure adequate long term post-closure 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)**

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.

Specifically, the CIWMB will:

1. Utilize existing Board authority to foster “cradle-to-cradle” producer responsibility.
2. Seek statutory authority to foster “cradle-to-cradle” producer responsibility.
3. Analyze the feasibility of various approaches to increasing producer responsibility, including during the product design and packaging phases, and make recommendations to the CIWMB Board by December 2007, and annually thereafter. **INITIAL RECOMMENDATIONS MADE (rev. 2/08)**
4. Build capacity and knowledge in CIWMB on Extended Producer Responsibility (EPR) issues and solutions.
5. Develop and maintain relationships with stakeholders that result in producer-financed and producer-managed systems for product discards.

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 Act of 2006.

Specifically, the CIWMB will:

1. Reduce the amount of organics in the waste stream by 50% by 2020.
2. Complete and report on MAAP pilot study by June 30, 2007. **COMPLETED (rev. 2/08)**
3. Show a 15% increase in RMDZ loans to companies and markets prioritized in the MAAP study.
4. Seek statutory authority to remove the RMDZ loan cap by 2008.
5. Annually report to CIWMB Board members on developments in market infrastructure.
6. Increase environmentally responsible procurement by state agencies by 10% per year.
7. Incorporate green building principles in all applicable California building codes.

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.

Specifically, the CIWMB will:

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

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.

1. Ensure implementation of diversion programs in 100% of jurisdictions in California.
2. Ensure all jurisdictions are in compliance with the diversion requirements.
3. Ensure that 100% of all active solid waste and tire facilities meet state minimum standards and permit terms and conditions, and that they are in compliance with federal and state waste management laws.
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.
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.
6. Seek additional legislative authority by September 2008 for more effective enforcement by LEAs and the CIWMB, including but not limited to authority for criminal penalties, increased civil penalties, streamlining of appeal process, and addressing illegal disposal.
7. Seek additional statutory authority by September 2008 to reject incomplete and incorrect applications and provide effective and timely CIWMB review of proposed permits.
8. As part of enhancing the 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.
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)**

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.

Specifically, the CIWMB will:

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.
2. Encourage the development of alternative energy and bio-fuels.
3. Play an active role in the Bio-Energy Inter-Agency Working Group.
4. Actively participate in Climate Action Team and implement the greenhouse gas reduction plans as part of the effort to reduce greenhouse gas emissions.

SD-10: Fiduciary Responsibility

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

Specifically, the CIWMB will:

1. Ensure the fiscal integrity and the appropriate protection of CIWMB funds for ~~of all~~ contracts, grants, loans, oil fee-payers, covered electronic waste recovery and recycling claims, and reimbursements. **(rev. 6/08)**
2. Conduct regular audits of the CIWMB's fiscal processes.
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)**
4. Report annually to the CIWMB Board on the status of grants and evaluation of program effectiveness in achieving intended results.
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)**

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.

Specifically, the CIWMB will:

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.
2. Work with the State Board of Education to approve the Model Curriculum by June 2009.
3. Secure participation and monetary support by appropriate state agencies for the Education and the Environment Initiative (EEI);
4. Secure at least 50% of the total funding for EEI public outreach and education from private entities.

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.

Specifically, the CIWMB will:

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

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)**
3. Develop a comprehensive training program for the CIWMB's LEA regulatory partners to ensure the safe management of solid waste by January 2008.
4. Develop a certification program for recycling professionals in the public and private sectors by June 2008.
5. Provide the regulated community with access to all relevant CIWMB training.

CALIFORNIA INTEGRATED WASTE MANAGEMENT BOARD
BOARD GOVERNANCE POLICIES
STRATEGIC DIRECTIVES
(Adopted March 24, 2009)

SD-1: Purpose

The purpose of the California Integrated Waste Management Board (CIWMB) is to protect and preserve our public health and safety, our resources, and our environment. To meet the mandates in the Integrated Waste Management Act, the CIWMB implements programs to reduce waste generation; divert materials from landfills; recover resources and direct them to their highest and best use in accordance with the Act's waste management hierarchy (Public Resources Code section 40051); combat illegal dumping and remediate illegal sites; and, ensure enforce compliance with applicable state standards. CIWMB programs are also conducted in support of the California Global Warming Solutions Act of 2006.

SD-2: Vision

The vision of the CIWMB is a sustainable California, where all resources are conserved to the maximum extent feasible, greenhouse gases are reduced, in-state production of bioenergy and biofuels is enhanced, and our unique natural environment is preserved for future generations.

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.

Specifically, the CIWMB will:

1. Provide rigorous oversight and review of all local jurisdiction programs so that diversion programs are fully implemented, and jurisdictions are meeting their per capita disposal targets. ~~Provide vigorous oversight of local jurisdiction programs to ensure that 50% diversion is maintained among those that have already attained it.~~
2. ~~Increase the number of local jurisdictions that reach the 50% level.~~ **Delete, covered by SD 3.1 and 3.3.**
3. Continually increase the statewide annual diversion rate beyond 50%.
4. Increase the annual waste tire diversion rate to 90% by 2015.
5. Work with other state agencies to minimize litter and the uncontrolled release of materials harmful to the environment.
6. ~~Seek statutory authority by September 2008 to develop a timely and accurate compliance measurement system.~~ **COMPLETED (rev. 2/08) Delete and move to appendix of completed actions.**
7. ~~Develop a full-cost accounting analysis to compare the costs and benefits of waste prevention, recycling, composting, technology, and landfills.~~ **(rev. 2/08) Proposed for deletion.**
8. ~~Seek statutory authority to streamline and refocus the California Oil Recycling Enhancement Act (CORE).~~ Seek statutory changes to the California Oil Recycling Act

(CORE) to streamline the administration of the Used Oil Program and to support efforts to increase the collection, recycling, and rerefining of used oil.

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 enforce requirements to provide safe and adequate landfill disposal and long-term maintenance of landfills.

Specifically, the CIWMB will:

1. ~~Assure that~~ Oversee enforcement of regulations so that 100% of all permitted active landfills meet state minimum standards as well as permit terms and conditions; and focus increased enforcement efforts on landfills with repeated violations.
2. ~~Assure that~~ Coordinate with local enforcement agencies and regional water boards to enforce requirements that 100% of all active and closed landfills have plans for post-closure maintenance and appropriate levels of funding for closure, post-closure maintenance, operating liability, and corrective action.
3. Reduce the number of ~~facilities~~ solid waste landfills on the Inventory of Solid Waste Facilities Which Violate State Minimum Standards non-compliance (“Inventory”) list.
4. ~~Study and report to the CIWMB Board by January 1, 2008 what financial requirements should be considered to assure adequate long-term post-closure maintenance and corrective action.~~ **COMPLETED Delete and move to appendix of completed actions.** Assess what additional financial requirements should be put in place to ~~assure~~ ensure adequate long-term postclosure maintenance and corrective action; promulgate needed regulations; and develop legislative recommendations by July 1, 2009. **(rev. 2/08)**
5. Oversee the implementation of regulations so that all landfill operators required to prepare and implement landfill gas monitoring plan programs comply by December 2010.

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.

Specifically, the CIWMB will:

1. Utilize existing Board authority to foster “cradle-to-cradle” producer responsibility.
2. Seek statutory authority to implement the Extended Producer Responsibility (EPR) Framework adopted by the Board in January 2008 ~~foster “cradle-to-cradle” producer responsibility.~~
3. ~~Analyze the feasibility of various approaches to increasing producer responsibility, including during the product design and packaging phases, and make recommendations to the CIWMB Board by December 2007,~~ **Completed, delete and move to appendix.** and annually thereafter. **INITIAL RECOMMENDATIONS MADE (rev. 2/08)**
4. ~~Build capacity and knowledge in CIWMB on Extended Producer Responsibility (EPR) issues and solutions.~~ **Completed, delete and move to Appendix**
5. Develop and maintain relationships with stakeholders, including the public and other interested parties, that result in producer-financed and producer-managed systems for product discards.

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 Act of 2006.

Specifically, the CIWMB will:

1. Reduce the amount of organics in the waste stream by 50% by 2020.
2. ~~Complete and report on MAAP pilot study by June 30, 2007. **COMPLETED (rev. 2/08)**~~
Delete and move to completed appendix
3. ~~Show a 15% increase in RMDZ loans to companies and markets prioritized in the MAAP study. **Proposed for deletion**~~
4. ~~Seek statutory authority to remove the RMDZ loan cap by 2008. Seek legislation to eliminate or extend the Recycling Market Development Zone (RMDZ) loan sunset, clarify repayment to the Integrated Waste Management Account (IWMA), and increase loan cap, to allow for additional loans to companies using materials that constitute major components of regional wastestreams.~~
5. ~~Annually report to CIWMB Board members on developments in market infrastructure. Complete the current Infrastructure and Waste Characterization Study; update study as necessary in the future; and use the information to assist local decision-makers in long-range planning so that the diversion infrastructure keeps pace with growth and changes in regional waste management needs.~~
6. Increase environmentally responsible procurement by state agencies. 10% per year.
7. ~~Incorporate green building principles in all applicable California building codes. **Completed, delete and move to appendix**~~
8. Develop a business retention and expansion strategy to assist California manufacturers that use recycled materials feedstock.

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.

Specifically, the CIWMB will:

1. Conduct customer satisfaction surveys of stakeholders every two years. Based on evaluation, propose areas for improvement.
2. ~~Ensure~~ Conduct 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. This includes identifying problem program areas and providing focused training, assistance and outreach opportunities. ~~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~~
3. Assist local planning and recovery efforts to manage disaster debris in coordination with other state and federal agencies.

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~~ enforcing compliance with regulations and state minimum standards, through integrated and consistent permitting, inspection, and enforcement efforts.

1. Conduct enforcement program so ~~Ensure that noncompliant local governments implement diversion programs and come into compliance with diversion requirements.~~ implementation of diversion programs in 100% of jurisdictions in California.
2. ~~Ensure all jurisdictions are in compliance with the diversion requirements.~~ **Delete, combined with SD 8.1**
3. ~~Ensure~~ Oversee enforcement activities so that 100% of all permitted active solid waste facilities/operations (other than landfills, which are addressed in SD 4) and tire facilities meet state minimum standards and permit terms and conditions, and focus increased enforcement efforts on facilities with repeated violations. ~~they are in compliance with federal and state waste management laws.~~
4. Conduct sufficient continuing review and revision ~~to ensure that of~~ the CIWMB's regulations to ensure that they are grounded in the best available science, address changing market conditions, and take advantage of developing technologies.
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.~~ **Proposed for deletion, incorporated into SD 6.5**
6. ~~Seek additional legislative authority by September 2008 for more effective enforcement by LEAs and the CIWMB, including but not limited to authority for criminal penalties, increased civil penalties, streamlining of appeal process, and addressing illegal disposal.~~ **Completed, delete and move to appendix**
7. ~~Seek additional statutory authority by September 2008~~ 2010 to reject incomplete and incorrect applications and provide effective and timely CIWMB review of proposed permits.
8. ~~As part of enhancing the CIWMB's enforcement functions~~ Enhance the CIWMB's enforcement program by increasing the number of independent ~~and random audits and of field~~ inspections and investigations of solid waste facilities. ~~Begin by auditing~~ Inspect an additional 2% of active solid waste facilities/operations (landfills and other facilities) per year in calendar year 2009, and increase the number of additional inspections by 2% per year reaching to a total of 10% per year in calendar year 2013.
9. ~~Evaluate by January 2008 potential statutory and funding options to enhance local and regional capabilities to prevent and redress illegal dumping.~~ **COMPLETED Completed, delete and move to appendix.** Assist local and regional agencies to prevent and redress illegal dumping. ~~Facilitate enhancement of local and regional capabilities to prevent and redress illegal dumping.~~ **CONTINUED ACTIVITY (rev. 2/08)**
10. Reduce the number of permitted active solid waste facilities/operations (other than landfills which are addressed in SD 4) on the Inventory of Solid Waste Facilities Which Violate State Minimum Standards ("Inventory").

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.

Specifically, the CIWMB will:

1. ~~Develop a focused process~~ Continue to coordinate on-going research activities with other state agencies that support the CIWMB's purpose and vision, utilizing basic research, applied research, and technology transfer.
2. Encourage the development of alternative energy and bio-fuels.
3. Continue our ~~Play an active role in the Bio-Energy Inter-Agency Working Group,~~ particularly to address achievement of SD 2.
4. Actively participate in the Climate Action Team and the Assembly Bill 32 scoping plan, and coordinate with the Air Resources Board to obtain sufficient authority and resources to implement Recycling and Waste Management measures in the Scoping Plan ~~the greenhouse gas reduction plans~~ as part of the effort to reduce greenhouse gas emissions.

SD-10: Fiduciary Responsibility

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

Specifically, the CIWMB will:

1. ~~Ensure Maintain 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) Propose for deletion, covered in SD 10 above.~~
2. Conduct regular audits of the CIWMB's fiscal processes.
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)**
4. ~~Report annually to the CIWMB Board on the status of grants and evaluation of program effectiveness in achieving intended results. Conduct on-going review of the status of Board grant programs to evaluate program efficiency and effectiveness and report every two years.~~ Board grant programs to evaluate program efficiency and effectiveness and report every two years.
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) Completed, move to Appendix~~

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, with a view toward changing behavior.

Specifically, the CIWMB will:

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 and the CIWMB's purpose and programs.
2. Work with the State Board of Education to approve the Model Curriculum Education and the Environment Initiative (EEI) Curriculum by June 2009 in January 2010.
3. Secure participation and monetary support by appropriate state agencies for the Education and the Environment Initiative.
4. Secure at least 50% of the total funding for long term implementation of the Education and the Environment Initiative ~~Public Outreach and education long-term implementation of-~~ from private entities by 2015.

SD-12: Training and Development

It is a core value of the CIWMB to ~~have a comprehensively trained and developed staff~~ conduct staff development programs so that staff is well trained and knowledgeable; and to provide training to Local Enforcement Agencies, relevant private and non-profit organizations, and city and county recycling professionals.

Specifically, the CIWMB will:

1. Continue to provide training and development for staff in the skills required to do their jobs effectively and in the skills needed for advancement.
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 April 2009. ~~January 2009. (rev. 2/08)~~
3. ~~Develop a comprehensive training program for the CIWMB's LEA regulatory partners to ensure the safe management of solid waste by January 2008. Annually develop and maintain a comprehensive training program for the CIWMB's Enforcement Agency regulatory partners so that solid waste and tires are managed safely.~~
4. ~~Develop a certification program for recycling professionals in the public and private sectors by June 2008. Research and report findings on certification programs for recycling professionals in the public and private sectors in the United States and Canada by May 2009.~~
5. Continue to provide the regulated community with access to all relevant CIWMB training.

CALIFORNIA INTEGRATED WASTE MANAGEMENT BOARD

GOVERNANCE POLICIES

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CIWMB BOARD POLICY	
Category: Governance Process Date of Adoption: October 17, 2006 Review Date: October 16, 2007 December 11, 2007	Title: PURPOSE OF BOARD Policy Number: GP-1 Resolution No. 2006-178 Resolution No. 2007-215 2007-243

Under statute, the California Integrated Waste Management Board is governed by a Board, which operates under the applicable statutes and laws of the state of California and all other applicable statutes and laws.

The purpose of the Board is to:

- a) Consistent with the goals of the Administration and the goals of the Legislature as passed into law, identify and define the purpose, values and vision of the CIWMB, along with the results that the CIWMB is to achieve, and communicate them in the form of policy.
- b) Identify and define those results or conditions of the CIWMB that are acceptable and not acceptable and communicate them in the form of policy.
- c) Monitor the organization’s performance against the results that the Board has defined for the CIWMB.
- d) Make certain other operational decisions as are designated by law.
- e) Hire, evaluate and, when necessary, discharge the Executive Director and the Chief Counsel.

Monitoring Method: Board Report
Frequency: Annual

CIWMB BOARD POLICY

Category: Governance Process	Title: GOVERNANCE FOCUS
Date of Adoption: October 17, 2006	Policy Number: GP-2
Review Date: October 16, 2007 December 11, 2007	Resolution No. 2006-178 Resolution No. 2007-215 2007-243

The Board will govern with an emphasis on: (i) strategic leadership; (ii) a focus on results and outcomes; (iii) encouragement of diversity in viewpoints; (iv); clear distinction of Board and Executive Director roles; (v) collaborative rather than individual decisions; and (vi) proactivity rather than reactivity.

Specifically:

- a) The Board will cultivate a sense of group responsibility. The Board will be responsible for excellence in governing. The Board will use the expertise of individual members to enhance the ability of the Board as a body.
- b) The Board will direct, evaluate and inspire the organization through the careful establishment of written policies. The Board's major policy focus will be on defining the results that the CIWMB is to achieve.
- c) The Board will establish and adhere to the standards needed to govern with excellence. Standards will apply to matters such as attendance, preparation for meetings, policymaking principles, courtesy, and ensuring the continuance of governance capability.
- d) Continual development of the Board will include orientation of new members in the Board's governance policies and processes, periodic re-orientation of existing members, and regular discussion of process improvement.
- e) The Board will regularly discuss and evaluate its performance. Self-monitoring will include comparison of Board activities and discipline to the policies adopted by the Board. It will be up to the chair of the Board to determine the appropriate manner of this feedback and evaluation.

Monitoring Method: Board Report
Frequency: Semi-Annual

CIWMB BOARD POLICY	
<p>Category: Governance Process</p> <p>Date of Adoption: October 17, 2006</p> <p>Review Date: October 16, 2007 December 11, 2007</p>	<p>Title: BOARD JOB DESCRIPTION</p> <p>Policy Number: GP-3</p> <p>Resolution No. 2006-178</p> <p>Resolution No. 2007-215 2007-243</p>

The Board's job is to ensure the appropriate performance by the CIWMB.

Specifically, the Board shall:

- a) Produce and maintain written policies that ensure high quality of governance and clear roles in decision-making between the Board and staff.
- b) Develop and use outreach mechanisms to ensure the Board hears the strategic viewpoints and values of the Administration, the Legislature, local governments and jurisdictions, stakeholders, and other interested parties, as well as to ensure that those stakeholders hear the points of view and values of the Board.
- c) Define the results that the CIWMB is supposed to achieve in the form of strategic directive policies.
- d) Ensure that the CIWMB's strategic directives are aligned with statutory mandates and executive orders.
- e) Review the performance of the organization in achieving its strategic directive policies at least annually.
- f) Regularly monitor and evaluate the performance of the Executive Director and Chief Counsel.
- g) Set the rates, rules and regulations for the CIWMB.
- h) Take other such actions as may be required by law.

Monitoring Method: Board Report
Frequency: Annual

CIWMB BOARD POLICY

Category: Governance Process	Title: BOARD'S WORK PLAN
Date of Adoption: October 17, 2006	Policy Number: GP-4
Review Date: October 16, 2007 December 11, 2007	Resolution No. 2006-178 Resolution No. 2007-215 2007-243

To accomplish its purpose and focus, the Board will develop and follow an annual work plan that ensures that it (a) focuses on the results the Board wants the organization to achieve, (b) defines the conditions of the CIWMB that it considers acceptable and unacceptable; c) meets its other obligations as stated by law or policy; and (d) continually improves its performance through education, feedback, and deliberation.

Specifically:

- a) The Board will agree in advance on the topics and issues that it wishes to explore and create an annual work plan to guide it in preparing the agendas for regular meetings of the Board and committee meetings.
- b) The Chair of the Board will direct the development of the annual work plan and will ensure that the Board agendas meet the goals of the annual work plan.

Monitoring Method: Board Report
Frequency: Annual

CIWMB BOARD POLICY

Category: **Governance Process**

Title: **MEETING PROCEDURES**

Policy Number: **GP-5**

Date of Adoption: October 17, 2006

Resolution No. 2006-178

Revision Date: October 16, 2007
December 11, 2007

Resolution No. 2007-215
2007-243

To conduct its business effectively and efficiently, the Board shall follow certain procedures in both Board meetings and in committee meetings.

Specifically:

I. Quorum:

- a) For meetings of the Board, four members of the Board shall at all times constitute a quorum.

II. Preparation for Meetings of the Board:

- a) Agenda items shall only be placed on the Board's agenda at the request of 1) a committee of the Board, 2) a member of the Board, or 3) CIWMB staff, with the approval of the Executive Director. Members of the general public wishing to place items on the agenda must go through one of the above.
- b) Before agenda and meeting packets are finalized, they shall be reviewed by the Chair of the Board, the Executive Director, and Chief Counsel.
- c) The Chair of the Board and the Executive Director shall work together in developing the Board agendas and determining when an item is placed on the agenda.
- d) The preparation of individual agenda items shall be the responsibility of the person submitting the items. Agenda items should follow the format shown on the BAWDS Boardnet page.

III. Management of Action Items:

- a) As a general practice, all Board action items shall first be reviewed by the appropriate committee. However, if the Chair believes that an item would be best heard directly by the Board, and the committee chair consents, the matter may be placed on the Board agenda without prior review by the appropriate committee.
- b) If the appropriate committee is not clearly ascertainable by the nature of the item, the Chair shall decide assignments, or shall determine that the full Board shall consider the item, and

notify the members of the Board as appropriate. If there is no appropriate committee, the matter may be placed on the Board agenda without prior review by a committee.

- c) All consideration items brought to a committee for action shall be placed on the agenda of a regularly scheduled Board meeting, regardless of the committee's decision. It may appear as a consent agenda item.

IV. Preparation for Committee Meetings:

- a) Agenda items shall be placed on committee agendas at the request of 1) a member of the Board, or 2) CIWMB staff, with the approval of the Executive Director. Members of the general public wishing to place items on the agenda must go through one of the above.
- b) Before committee agenda are finalized, they shall be reviewed by the Chair, the committee chair, the Executive Director, and Chief Counsel.
- c) The committee chair and the Executive Director shall work together in developing the committee agendas and determining when an item is placed on the agenda.
- d) The preparation of individual agenda items shall be the responsibility of the person submitting the items. Agenda items should follow the format shown on the BAWDS Boardnet page.
- e) Public requests for hearing of particular items or participation in committee meetings will be directed to the chair of the committee.
- f) Committee meetings may be held anywhere in California, at the discretion of the committee and with the concurrence of the Chair of the Board.

V. Operating Procedures (Board and Committees)

- a) When the appropriate procedure is not set forth in this policy, the Board and the committees will look to Robert's Rules of Order as guidance in determining the appropriate procedure to use in that particular situation. However, the Board does not officially adopt Robert's Rules of Order as its set of operating rules
- b) For all committees, the secretary to the committee chair will record motions and roll call votes.
- c) All committees must have a court reporter in order to provide complete transcripts of actions relating to planning, permitting and enforcement issues.
- d) A transmittal document shall be completed by each committee secretary immediately following each committee meeting and be forwarded to the administrative assistant for the record of the Board. Action items shall be included in a subsequent Board meeting notice agenda.
- e) If an item or resolution is revised as a result of committee discussion or for any other reason prior to Board consideration, a revised version shall be provided to members of the Board and placed on the CIWMB's website, as soon as possible, prior to the meeting of the Board.

VI. Consent Items (committee meetings):

- a) At the option of the committee chair, each committee may have a consent agenda for the committee. In order to be placed upon the committee consent agenda, an item must be non-controversial and/or routine of a nature that does not appear to require discussion prior to voting upon it. The administrative assistant shall follow the same procedures for the committee consent agenda that are noted for the Board consent agenda below. Any committee member may pull an item from the committee consent agenda.
- b) At committee meetings, a consent recommendation for the Board should be raised for each non-consent item after voting. If there is a “no” vote on the item, it cannot be recommended as a consent item for the Board agenda.
- c) All items, except fiscal items, are eligible for the consent agenda if they are non controversial or of a routine nature that does not appear to require discussion prior to voting on them.

VII. Consent items (Board meetings):

- a) The administrative assistant will prepare the Board consent agenda, place it in a conspicuous location for public review, and have copies available at Board meetings.
- b) The consent agenda shall begin with the following statement: “Consideration of Consent Agenda Items for the Board: The following items have been reviewed and approved by a committee of the Board and considered to be non-controversial. The Board will be asked to approve these items at one time without discussion. At the beginning of the meeting, the Chair of the Board will ask members or other interested parties or staff who wish to address an item on the Consent Agenda to state their names and the items they wish to address for the record. To remove an item from the Consent Agenda, the Chair or an individual member of the Board shall make a determination that the item merits further discussion.”
- c) The Chair of the Board will call for approval or withdrawal of consent items at the beginning of each meeting of the Board.
- d) At the request of the Chair, an individual member, or a member of the public, any consent item shall be pulled off the consent agenda with the earliest possible notice to all parties.
- e) When an item is pulled from consent, and any of the interested parties are not present (such as the applicant, LEA, opponent), as a courtesy, if there is a second day scheduled for the Board meeting, that item shall be heard on the second day so that the parties may be given an opportunity to be present. However, no such delay shall be necessary if the item is pulled in order to clarify or otherwise deal with a technical or nonsubstantive issue related to the item that does not require the presence of the parties.

VIII. Types of Items (Board and committees):

Items before the Board or before a committee should be one of the following types:

- **Consideration Items:** Any item that is requesting the Board to make a decision (i.e. approval or disapproval) is a consideration item, and its title should begin with this word. This provides notice that the Board may be making a decision about the noticed topic.

- **Discussion and Request for Direction Items:** These are items that are not seeking a decision, but are seeking direction on how to proceed. The item will typically contain options for next steps, but not options related to final decisions. Titles should begin with the phrase “Discussion Of and Request for Direction” and then specify the topic involved with enough specificity that someone outside the agency would know what topic will be discussed. Items involving regulations should indicate that they are seeking “Rulemaking Direction.”
- **Discussion Items:** These are items which are being presented to provide information, but that are not seeking a decision or direction.
- **Other Discussion Items:** Occasionally, it may be preferable to label a discussion item with a more specific title, such as Presentation, Report or Update.
- **Oral Discussion Items:** Discussion items that will not have a written agenda item should indicate that they will just involve an oral presentation.

IX. Pulling Items from the agenda (Board and committees):

- a) An item may be pulled from the agenda prior to discussion in one of the following ways:
 - The Executive Director may pull an item brought forward by staff at any time prior to the meeting when he or she has determined that it is not yet ready for consideration by the Board.
 - The Board may pull an item at the meeting by consensus or by vote, if necessary.
 - Any member of the Board may pull any item once for any reason prior to or at the Board meeting (with the exception of facility permit items).
 - A member of the Board cannot pull an item suggested by another member of the Board.
- b) An item that has been pulled may be brought back to the Board for consideration at a future meeting as appropriate.

X. Continuing Items (Board and committees):

- a) After consideration of an item has been noticed, it may be continued from the agenda in one of the following ways:
 - The Executive Director may continue an item brought forward by staff at any time prior to the Board meeting when he or she has determined it is not yet ready for consideration;
 - The Board may continue any item by consensus at the meeting or by unanimous vote.
- b) An item shall be continued to a specified future meeting.

XI. Direction Items (Board and committees):

It is the policy of the Board that agenda items requesting direction from the Board should normally go first to a committee. In which case, the chair of the committee shall provide direction to staff after achieving consensus on the committee. In all cases, it shall be the responsibility of the chair of the

committee to state the consensus and check with members to make sure it is accurate. If there is no consensus on the item, then it shall go to the full Board. The chair of the committee may also forward items to the full Board if the item is significant, controversial, or would benefit from additional discussion at the full Board meeting. If forwarded to the full Board for discussion, the Chair shall provide direction to staff after achieving consensus of the Board. It shall be the responsibility of the Chair to state the consensus and check with members to make sure it is accurate. It is the Chair's responsibility to facilitate the Board discussion until consensus is reached on the direction to take. If no consensus is achieved at the meeting of the Board, the view of the majority shall prevail on direction items.

XII. No Action on an Item (Board only):

Where an item fails to receive either four votes to approve or disapprove the requested action, unless a statute or regulation specifies a different result, the item may be placed on a future agenda for consideration in the same manner as any other item may be placed on the agenda.

XIII. Revisions to Draft Resolutions (Board only):

Where the Board directs staff to make changes to a draft Resolution, the Board may vote to approve the Resolution with the changes as directed, in which case staff will make those changes administratively and without the need to bring the revised Resolution back before the Board for additional consideration. However, the Board may modify this standard procedure and direct staff to bring the language back before the Board for additional consideration if it deems this necessary.

XIV. Reconsideration:

An item that has already been approved or disapproved by the Board may be reconsidered under the following circumstances:

- The motion to reconsider must be made by a member of the Board who voted with the prevailing side on the matter and the action resulting from the vote on the previously approved item has not been carried out yet.
- The motion shall be based upon the need to reconsider the item due to new information that has been received or changed circumstances.
- If the motion does not occur immediately after the original vote (while the stakeholders are present), it must be separately noticed as a Reconsideration Agenda Item so that interested parties are aware that the matter may be reconsidered.
- If a member of the Board decides outside of a Board meeting that he or she wishes to have an item reconsidered due to new information that has been received or changed circumstances, he or she shall request that the item be put on the next Board meeting agenda for reconsideration.
- When the item is first called, the Board shall first vote on whether or not to reconsider the matter before it can vote again on the underlying item. However, a presentation on the new information that has been received or the changed circumstances may be made prior to the vote on whether or not to reconsider the item, if that is necessary to make an informed decision.

XV. Public Comment:

- a) Each agenda shall have a general title to allow for public comment. This portion of the meeting is reserved for comment on items not on the agenda. Under the Bagley-Keene Act, the Board cannot

act on items raised during public comment, but may respond briefly to statements made or questions posed, request clarification, or refer the item to staff.

Monitoring Method: Board Report
Frequency: Annual

CIWMB BOARD POLICY	
Category: Governance Process Date of Adoption: October 17, 2006 Revision Date: October 16, 2007 December 11, 2007	Title: ELECTION OF CHAIR AND VICE CHAIR Policy Number: GP-6 Resolution No. 2006-178 Resolution No. 2007-215 2007-243

The Board shall elect a Chair and Vice Chair to preside over it, under the following terms and conditions:

- a) The Chair and Vice Chair shall be elected upon a vote of four or more members of the Board voting in approval.
- b) The two members of the Board appointed pursuant to subdivision (a) or (b) of Section 40401 of the California Code shall not serve as Chair, namely the member appointed by the Governor who has private sector experience in the solid waste industry and the member appointed by the Governor who has served as an elected or appointed official of a non-profit environmental protection organization whose principal purpose is to promote recycling and the protection of air and water quality.
- c) The Board shall elect a Vice Chair from among all its members.
- d) During the absence of the Chair, the Vice Chair will preside, and, in the event that both the Chair and Vice Chair are absent, the members present shall select one of their members to act as chair pro tem.
- e) In the event that the office of either the Chair or the Vice Chair becomes vacant, the Board, within 30 days from the date of such vacancy, will select one of its members to fill the office.
- f) The Chair and/or Vice Chair shall be removed upon a vote of four or more Board members voting to remove. Nomination and election of a new Chair and/or Vice Chair shall occur within 30 days from the date of the vote to remove.
- g) If upon the expiration of the Chair's appointed term he or she is reappointed, there shall be another election for Chair (and he or she shall be eligible).

Monitoring Method: Board Report
Frequency: Annual

CIWMB BOARD POLICY

Category: **Governance Process**

Title: **ROLE OF THE CHAIR**

Date of Adoption: October 17, 2006

Policy Number: **GP-7**

Resolution No. 2006-178

Revision Date: December 11, 2007

Resolution No. 2007-243

The Chair of the Board shall assure the integrity of the Board processes and assure Board representation to outside parties:

Specifically:

- a) The Chair shall preside over and facilitate Board meetings.
- b) The Chair shall ensure that the Board behaves consistently within its own rules and policies, and those legitimately imposed on it from outside the organization.
- c) The Chair shall ensure that meeting discussion focuses on those issues which, according to Board policy, belong to the Board Members to decide.
- d) The Chair shall direct the development of the annual work plan.
- e) The Chair shall ensure that the Board's agendas meet the goals of the annual work plan.
- f) Final approval for inclusion in the Board's agenda shall be made by the Chair of the Board, except that any request by a member of the Board to place an item on the agenda shall be granted.
- g) The Chair shall communicate to the Executive Director the wishes of the Board, as expressed through a vote or consensus. If by consensus, it shall be the responsibility of the Chair to state the consensus and check with members to ensure that it is accurate.
- h) The Chair may communicate the Administration's policies to the Executive Director and request follow-up information. At the appropriate time, the Chair shall communicate the nature of those requests to the members of the Board.
- i) The Chair shall ensure that deliberation is fair, open and thorough, but also timely, orderly and kept to the point.
- j) The Chair shall appoint the chairs of committees and committee members in consultation with other members of the Board.
- k) The Chair shall schedule and coordinate the annual process of evaluating the Executive Director and Chief Counsel.
- l) The Chair shall regularly give progress reports on Board activities, such as the annual work plan, Board Member training, and adherence to policies.

m) Any responsibility of the Board that is not specifically assigned to another member of the Board is the responsibility of the Chair.

n) The Chair may delegate his or her authority, but remains accountable for its use.

Monitoring Method: Board Report

Frequency: Annual

CIWMB BOARD POLICY

Category: **Governance Process**

Title: **BOARD MEMBER CODE OF CONDUCT**

Policy Number: **GP-8**

Date of Adoption: October 17, 2006

Resolution No. 2006-178

Revision Date: December 11, 2007

Resolution No. 2007-243

The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as members of the Board. Members of the Board must avoid even the appearance of impropriety to ensure and maintain public confidence in the CIWMB.

Specifically:

- a) Members of the Board shall conduct themselves in accordance with all laws.
- b) Members of the Board must abide by the rules contained in California's Political Reform Act, the Government Code, the Public Contract Code, and the Public Resources Code.
- c) Members of the Board shall conduct themselves with civility and respect at all times with one another, with staff, and with members of the public.
- d) Members will be properly prepared for Board deliberations.
- e) Members of the Board shall demonstrate loyalty to the interests of CIWMB. This supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's activities.
- f) Members of the Board shall comply with all provisions regarding incompatible activities CIWMB Administrative Manual Section 15003-01). Namely, they:
 - i. Shall not use the prestige or influence of the state or the appointing authority for his/her private gain or advantage or the private gain or advantage of another.
 - ii. Shall not use his/her employment at CIWMB for private gain or advantage.
 - iii. Shall not solicit business from persons licensed by the CIWMB.
 - iv. Shall not use state time, facilities, property, vehicles, equipment, or supplies for personal business, private gain or advantage.
 - v. Shall devote his/her full time, attention, and efforts to her/her state office or employment during his/her hours of duty.
 - vi. Shall not disclose confidential information available by virtue of state employment for private gain or advantage or provide confidential information to persons to whom issuance has not been authorized.
 - vii. Shall not request or accept money, or other consideration, from anyone other than the state for the performance of his/her duties as a state employee.

- viii. Shall not engage in a private practice where the employee represents or consults clients in any matter or venture subject to the regulation of CIWMB, or represents any licentiate in any matter before the CIWMB.
 - ix. Shall not receive or accept, directly or indirectly, any gift, including money, or any service, gratuity, favor, entertainment, hospitality, loan, or any other thing of value from anyone who is doing or seeking to do business of any kind with CIWMB, or whose activities are regulated or controlled by the CIWMB, under circumstances from which it could reasonably be substantiated that the gift was intended to influence the officer or employee in his or her official duties, or was intended as a reward for any official action performed by the officer or employee.
 - x. Shall not perform any act in other than his/her capacity as a state officer or employee knowing that the act may later be subject, directly or indirectly to the control, inspection, review, audit, or enforcement by the officer or employee.
- g) Members of the Board occupying positions designated in the CIWMB's Conflict of Interest Code are required to file a Statement of Economic Interests. This document lists economic interests that could potentially create a conflict of interest.
 - h) Members of the Board shall abide by the specific limits on accepting gifts set forth in the Political Reform Act.
 - i) Members of the Board shall abide by the provisions of the free transportation ban, which prohibits transportation companies from providing free passes or discounts to state office holders.
 - j) Members of the Board are required to make written disclosure of any ex parte communication, meaning a written or oral communication between himself or herself and a member of the public in which the communication:
 - i) Is not made on the record at a Board or committee meeting;
 - ii) Concerns a matter under the Board's jurisdiction;
 - iii) Is subject to a roll-call vote at a Board or committee meeting;
 - iv) Is scheduled on the next or an upcoming Board or committee agenda, or pertains to a matter which the Board member knows will be scheduled on an upcoming agenda; and
 - v) Is made by a person or persons who intent to influence the vote of a Board member.
 - vi) Where a written communication is made to one Board member, with photocopies to other Board members, it will be sufficient to comply with the law if one Board member discloses the communication on behalf of all the recipient members.
 - vii) An oral disclosure of an ex parte communication made in a public Board meeting where the proceedings are being transcribed by a court reporter constitutes written disclosure for purposes of compliance.
 - viii) If the person involved in ex parte communication with a Board member discloses the communication in accordance with the law, that disclosure constitutes sufficient disclosure under the law.
 - k) Members of the Board may not attempt to exercise individual authority over the organization except as explicitly set forth in these governance policies. Board members must recognize the lack of authority vested in them as individuals in their interactions with the Executive Director or with staff, except where explicitly authorized by the Board.
 - l) Any performance evaluations shall be performed in a closed session in accordance with the Bagley-Keene Act and with the Board meeting as a whole.

m) As required by law, members will respect the confidentiality appropriate to issues regarding personnel, real estate transactions, proprietary matters, and attorney-client privileged communications.

Monitoring Method: Board Report

Frequency: Semi-Annual

CIWMB BOARD POLICY

Category: **Governance Process**

Title: **BOARD COMMITTEE PRINCIPLES**

Date of adoption: October 17, 2006

Policy Number: **GP-9**

Resolution No. 2006-178

Revision Date: December 11, 2007

Resolution No. 2007-243

The Chair may establish both standing committees and ad hoc committees based on need and input from the Board members.

Standing committees shall assist the Board in its ongoing work and activities and shall be composed of members of the Board only. Ad hoc committees shall be created to address a specific topic of interest to the Board, and may be composed of both members of the Board as well as non-Board members.

Each committee shall include a statement describing the committee's purpose.

Specifically:

- a) All committees will ordinarily assist the Board by gaining education, considering alternatives and implications, and preparing policy alternatives.
- b) Committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes.
- c) Standing committees may request information or further action from staff, but otherwise cannot exercise authority over staff or interfere with the delegation from the Board to the Executive Director. Because the Executive Director works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
- d) As a general rule, items scheduled for Board action shall first be presented to the appropriate standing committee for review. However, if the Chair believes that an item would be best heard directly by the Board, and the committee chair consents, the matter may be placed on the Board's agenda without prior review by the appropriate committee.
- e) Standing committees shall be composed of three members of the Board. Two committee members constitute a quorum for the transaction of standing committee business. Two votes constitute a majority of the votes needed to effect action by a standing committee.
- f) Every standing committee shall have a legislative appointee. In the event that there is a vacancy for a legislative appointee, the other legislative appointee may sit on more than one standing committee.
- g) Ad hoc committees shall be composed of no more than two members of the Board, but may include any number of non-Board members.
- h) All members of the Board may attend all committee meetings.

- i) All committees may be reviewed by the Board to determine whether they should continue.
- j) This policy applies to any group which is formed by Board action, whether or not it is called a committee. It does not apply to committees formed under the authority of the Executive Director.

Monitoring Method: Board Report

Frequency: Annual

CIWMB BOARD POLICY	
Category: Governance Process Date of Adoption: October 17, 2006 Revision Date: December 11, 2007	Title: ROLE OF COMMITTEE CHAIRS Policy Number: GP-10 Resolution No. 2006-178 Resolution No. 2007-243

The committee chairs shall preside over and facilitate committee meetings.

Specifically:

- a) Committee chairs shall ensure that committee meetings focus on those issues which, according to Board policy, belong to the Board to decide.
- b) Committee chairs shall work in conjunction with the Chair of the Board and the executive director in planning the committee agendas.
- c) Committee chairs shall ensure that discussion is fair, open and thorough, but also timely, orderly, and kept to the point.
- d) Final approval for inclusion in the Board's agenda shall be made by the chair of the committee, except that any request by a member of the Board to place an item on the agenda shall be granted.
- e) Committee chairs shall communicate to the Executive Director the wishes of the committee, as expressed through a vote or consensus. If by consensus, it shall be the responsibility of the committee chair to state the consensus and check with members to ensure that it is accurate.
- f) Committee chairs may request follow-up information on behalf of their respective committees, as they deem appropriate.
- g) Aside from the authority expressed in these policies, committee chairs have no authority to direct the Executive Director or staff.
- h) Committee chairs shall present the committee results to the Board at the Board meeting following the committee meeting, as necessary.
- i) Committee chairs shall review the committee agendas prior to circulation of the public notice of the meeting.

Monitoring Method: Board Report

Frequency: Annual

CIWMB BOARD POLICY	
<p>Category: Governance Process</p> <p>Date of Adoption: October 17, 2006</p> <p>Revision Date: December 11, 2007</p>	<p>Title: BOARD MEMBER TRAINING AND ORIENTATION</p> <p>Policy Number: GP-11</p> <p>Resolution No. 2006-178</p> <p>Resolution No. 2007-243</p>

The Board shall ensure that its skills are sufficient to assure excellence in governance.

Specifically:

- a) New members shall receive comprehensive training and orientation in Board governance, policies and procedures.
- b) New members shall receive a comprehensive orientation in the CIWMB's strategic directives, programs, issues, and relevant laws and statutes.
- c) The Chair of the Board and committee chairs shall receive training in the facilitation of meetings. Other members may receive this training at their request.
- d) Within six months of beginning service as a member of the Board, and at least every two years thereafter, members of the Board shall receive training on laws related to ethics, conflict of interest requirements, government transparency, open government, and fair government processes.

Monitoring Method: Board Report
Frequency: Annual

CIWMB BOARD POLICY	
Category: Governance Process Date of Adoption: October 17, 2006 Revision Date: December 11, 2007	Title: BOARD MEMBER REVIEW OF INTERNAL RECORDS Policy Number: GP-12 Resolution No. 2006-178 Resolution No. 2007-243

Board Members shall have the same access to public records that would be available to any member of the public. In addition, Board members may review any confidential record of the CIWMB at any time, so long as confidentiality requirements are followed.

Specifically:

- a) Board member requests to inspect confidential CIWMB records shall be forwarded to the Executive Director, who will provide the requested files for review on CIWMB premises.
- b) No confidential or original documents shall be taken from CIWMB premises except with the authorization of the Executive Director.
- c) Board members shall follow the same confidentiality requirements applicable to CIWMB employees dealing with such files. CIWMB employee personnel files will not be subject to review by a member of the Board except as permitted by law.

Monitoring Method: Board Report
Frequency: Annual

CIWMB BOARD POLICY	
Category: Governance Process	Title: CORE AND KEY VALUES
Adoption Date: October 17, 2006	Policy Number: GP-13
Revision Date: December 11, 2007	Resolution No. 2006-178
	Resolution No. 2007-243

In articulating its values, the Board shall distinguish between “core” values and “key” values. Core values are deemed essential for the success of the CIWMB and for serving the people of California. Key values provide additional value to the public. Key values are subordinate to the core values.

Monitoring Method: Board Report
Frequency: Annual

CIWMB BOARD POLICY	
Category: Board-Staff Linkage Date of adoption: October 17, 2006 Revision:	Title: BOARD-EXECUTIVE DIRECTOR RELATIONSHIP Policy Number: BL-1 Resolution No. 2006-178 Resolution No.

The Executive Director is the link between the Board and CIWMB management and staff. The Board is responsible for hiring, evaluating and, if necessary, discharging the Executive Director.

All authority delegated by the Board to CIWMB management and staff flows through the Executive Director.

1.1 Responsibilities of the Executive Director

The Executive Director is responsible for the following:

- a) Achieve the results established by the Board within the appropriate and ethical standards of business conduct set by the Board and the state of California.
- b) Plan, organize, direct and administer all activities, programs and functions of the CIWMB.
- c) Respond to direction from the Chair to develop ideas for programs and/or initiatives reflecting the Administration's goals.
- d) Direct the preparation of all reports required to be submitted by the CIWMB to the Governor and Legislature regarding the CIWMB's activities or responsibilities.
- e) Direct the preparation of the CIWMB's annual budget for review by the Chair and submission to Cal/EPA, the Department of Finance and the Legislative Analyst.
- f) Meet and confer with the following people to enhance and refine existing and new mandated CIWMB programs and policies for the state:
 - i. Members of the Board
 - ii. Cal/EPA agency officials
 - iii. Directors and officials of other state, federal, and local agencies
 - iv. Environmental organizations
 - v. Industry members
 - vi. The public and various interest groups with IWM concerns
- g) Direct the implementation of all federal and state statutes and regulations and Board' policies that require action by staff, administer the civil service system (including hiring, evaluating and terminating of all employees except the Chief Counsel), attend meetings of the Board and report on the general affairs of the CIWMB, and keep the Board advised as to the needs of the CIWMB.

- h) Ensure the smooth continuous operation of the CIWMB in the event of the planned or unplanned absence of the Executive Director.
- i) Confer with and advise members of the Board and Assistant and Deputy Directors regarding the preparation and monitoring of proposed legislation related to integrated waste management programs to further the CIWMB's policies, goals and objectives.
- j) Bring to the Board of Director's attention circumstances that affect the policies and goals established by the Board or materially impact the CIWMB.
- k) Perform other responsibilities as may be delegated by the Board either by resolution or through the Executive Director's duty statement.
- l) Create and maintain, through internal and/or external resources, a capacity to conduct evaluations of the CIWMB's programs. This evaluation function will provide independent, objective assurance and consulting services to the Board and the Executive Director designed to improve the organization's operations.
- m) Evaluations may be conducted pursuant to an annual plan or as requested by the Board or the Executive Director. The evaluations shall seek to provide reasonable assurance regarding the achievement of objectives in the following areas:
 - i. Adherence to plans, policies and procedures
 - ii. Compliance with applicable laws and regulations
 - iii. Effectiveness and application of administrative and financial controls
 - iv. Effectiveness and efficiency of operations
 - v. Reliability of data
 - vi. Safeguarding assets
- n) Staff conducting these evaluations shall have unlimited access to all activities, records, property and personnel of the CIWMB.
- o) The Board shall receive the results of all evaluations. All evaluations will be sent to those individuals, be they members of the Board or the Executive Director or other management personnel, who are in positions to see that action is taken on evaluation findings and recommendations.

Monitoring Method: Board Report

Frequency: Annual

CIWMB BOARD POLICY	
Category: Board-Staff Linkage Date of Adoption: October 17, 2006 Revision Date:	Title: BOARD-CHIEF COUNSEL RELATIONSHIP Policy Number: BL-2 Resolution No. 2006-178 Resolution No.

The Chief Counsel provides legal counsel to the CIWMB and to the Board. The Chief Counsel reports both to the Board and to the Executive Director.

The Board is ultimately responsible for hiring and discharging the Chief Counsel. As a general practice, the Board and the Executive Director shall participate jointly in hiring and discharging the Chief Counsel.

The Board of Director's is responsible for evaluating the Chief Counsel's performance. The Executive Director's input shall be solicited in evaluating the performance of the Chief Counsel.

2.1 Responsibilities of the Chief Counsel

With respect to the Board, the Chief Counsel shall:

- a) Give his or her advice or opinion whenever he or she deems necessary or when required by the Board.
- b) Inform the Board of material legal issues impacting the CIWMB or the Board.
- c) Provide counsel to the Board and individual Board members with regard to conflict-of-interest issues.
- d) Provide counsel to the Board and its individual members with regard to other ethical matters.
- e) Assist the Board and its individual members in complying with applicable statutes and laws.
- f) Coordinate responses to public record requests.
- g) Coordinate activities with the Office of Administrative Law regarding the adoption of new regulations and handle protests of regulations.
- h) When necessary, act independently of the Executive Director.
- i) The Chief Counsel shall not provide legal counsel to members of the Board except in their role as members of the Board.

Monitoring Method: Board Report; Frequency: Annual

CIWMB BOARD POLICY	
<p>Category: Board-Staff Linkage</p> <p>Date of Adoption: October 17, 2006</p> <p>Revision Date: March 18, 2008</p>	<p>Title: BOARD-ADVISER RELATIONSHIP</p> <p>Policy Number: BL-3</p> <p>Resolution No. 2006-178</p> <p>Resolution No. 2008-48</p>

The Governor shall appoint one Advisor for each member of the Board upon the recommendation of the member.

3.1 Responsibilities of the Advisors

The Advisors shall:

- a) Work at the direction of their respective member of the Board, performing such functions as are necessary to assure the ability of the member to exercise independent and informed judgment on matters of public policy.
- b) Communicate requests for information from Board Offices to CIWMB, with appropriate notification to the Executive Director and Program Directors.
- c) Handle all other matters that are properly delegated to him or her by the member of the Board.
- d) Comply with the agency’s code of conduct; excluding the provisions regarding ex parte communication.
- e) Notwithstanding these activities, the advisers are not empowered to instruct or direct CIWMB management or staff.

Monitoring Method: Board Report
Frequency: Annual

CIWMB BOARD POLICY

Category: **Board-Staff Linkage**

Title: **UNITY OF CONTROL**

Date of Adoption: October 17, 2006

Policy Number: **BL-4**

Revision Date: March 18, 2008

Resolution No. 2006-178

Resolution No. 2008-48

4.1 Board Member Decisions, Direction and Communications

Only decisions of the Board acting as a body are binding on the Executive Director and the Chief Counsel. Specifically, in or out of the Board meeting:

- a) In cases where the Board has provided direction on an issue through a vote, such decisions are binding on the Executive Director or Chief Counsel.
- b) In cases where the Board has provided direction on an issue through consensus or other means, the Chair is empowered to communicate the relevant direction to the Executive Director or Chief Counsel. If the Chair communicates the consensus outside a public meeting, the Executive Director or Chief Counsel may request that such direction be confirmed through a formal vote of the Board.
- c) In cases where a committee of the Board provided direction on an issue through consensus or other means, the committee chair is empowered to communicate the relevant direction to the Executive Director or Chief Counsel. If the committee chair communicates the consensus outside a public meeting, the Executive Director or Chief Counsel may request that such direction be confirmed through a formal vote of the committee.
- d) Except where specifically authorized by the Board, decisions or instructions of individual members of the Board are not binding on the Executive Director or Chief Counsel.
- e) In the case of individual members of the Board requesting information or assistance, the Executive Director or Chief Counsel may refuse such requests that require, in their opinion, an inordinate amount of staff time, or funds, or are disruptive.
- f) Individual members of the Board may communicate directly with CIWMB employees or contractors for the purpose of providing or requesting information, suggestions or feedback, with appropriate notification to the Executive Director. However, the Board as a body and individual members of the Board cannot give direction to persons who report directly or indirectly to the Executive Director, with the exception of the Chief Counsel.
- g) The Board as a body will refrain from evaluating, either formally or informally, any staff other than the Executive Director and the Chief Counsel. Individual members will refrain from evaluating any staff. However, they may provide input on the performance of staff members to the Executive Director.
- h) The same limitations that pertain to the Board under this policy shall apply to advisers.

Monitoring Method: Board Report; Frequency: Annual

CIWMB BOARD POLICY	
Category: Board-Staff Linkage	Title: DELEGATION TO THE EXECUTIVE DIRECTOR
Date of Adoption: October 17, 2006	Policy Number: BL-5 Resolution No. 2006-178
Revision:	Resolution No.

5.1 Guiding Principles of Delegations

The Board may delegate its authority to the Executive Director. Specifically:

- a) The Board shall identify and define those results or conditions of the CIWMB that are acceptable and not acceptable to the Board and communicate them in the form of policy.
- b) The Board shall develop policies that define the delegation to the Executive Director with regard to the Executive Director's authority to make decisions, execute documents, and enter into or terminate contracts. It is the CIWMB's policy that such activities shall take place in accordance with applicable legal requirements in a fair, competitive and inclusive manner to maximize the benefit to the CIWMB's stakeholders and the citizens of California.
- c) The Board shall also develop policies that define the delegation to the Executive Director with regard to the Executive Director's authority to make other decisions to act expeditiously where the public health, safety and the environment are concerned.
- d) The Executive Director is authorized to establish further policies, make decisions, take actions, establish practices, and develop activities in accordance with the Board of Director's policies and decisions. The Executive Director shall develop an internal procedure to govern how delegations will be exercised and a mechanism for reporting the use of any delegations to the Board and the Public.
- e) The Board may change its delegation to the Executive Director at any time, thereby expanding or limiting the authority of the Executive Director. But as long as any particular delegation is in place, the Board will abide by the Executive Director's decisions in those areas that are delegated to him or her. Note: Those delegations in BL-6 through BL-10 that derive from regulations adopted by the Board (noted with an (r)) include citations to those regulations and may require regulatory revisions in order to limit the authority granted to the Executive Director.

Monitoring Method: Board Report; Frequency: Annual

CIWMB BOARD POLICY	
Category: Board-Staff Linkage Date of Adoption: October 17, 2006 Revision: May 20, 2008	Title: DELEGATION WITH RESPECT TO PERMITS AND RELATED DOCUMENTS Policy Number: BL-6 Resolution No. 2006-178 Resolution No. 2008-68

6.1 Permits and Related Documents for Solid Waste Facilities

The Executive Director may:

- a) Approve modified permits in accordance with 27 CCR section 21663(a).(r)
- b) Approve closure and post closure maintenance plans, financial assurance mechanisms and operating liability mechanisms;
- c) Approve requests related to release of funds from approved financial assurance mechanisms for the purpose of undertaking closure, post closure maintenance, and corrective action activities at a solid waste landfill;
- d) Approve implementation of alternatives specified and allowed under the Subtitle D Regulations (including landfill daily cover waivers) with the exception of extension of closure dates for facilities that cannot make the required demonstrations regarding location restrictions;
- e) Authorize LEA Asbestos Containing Waste Programs which meet the requirements of 14 CCR 17897.25; and,
- f) Approve alternative daily cover demonstration projects and final reports.

6.2 Emergency Waivers of Standards (14 CCR 17210 et seq.):

The Executive Director shall review all EA waiver approvals and:

- a) May condition, limit, suspend, or terminate an operator's use of a waiver, if it is determined that use of the waiver would cause harm to public health and safety, or the environment;
- b) May condition, limit suspend, or terminate an operator's use of a waiver if it is found that the operator has not utilized reasonably available waste diversion programs as identified in its waiver documentation; and,

- c) Shall report to the Board at a regularly scheduled meeting or in writing prior to the next regularly scheduled meeting, any granting of a waiver, and all determinations made concerning the waiver. (r)

6.3 Stipulated Agreement Orders (14 CCR 17211 et seq.):

The Executive Director shall review all EA approvals; and:

- a) May take actions regarding Stipulated Agreement Orders as set forth in 14 CCR section 17211.9 (r).

6.4 Minor and Major Waste Tire Facility Permits

The Executive Director may approve the issuance of these permits where there is no anticipated controversy and all necessary findings have been made.

Monitoring Method: Report from Executive Director
Frequency: Monthly

CIWMB BOARD POLICY	
Category: Board-Staff Linkage Date of Adoption: October 17, 2006 Revision:	Title: DELEGATION WITH RESPECT TO ENFORCEMENT AND COMPLIANCE Policy Number: BL-7 Resolution No. 2006-178 Resolution No.

7.1 Enforcement and Compliance

The Executive Director may:

- a) Authorize, sign and issue Administrative Notices and Orders, corrective action orders, and other enforcement and compliance administrative actions, such as the deployment of CIWMB staff to conduct investigations and monitoring; and,
- b) Commence and conduct enforcement through litigation, or respond to litigation where the CIWMB is sued, by consultation and/or referral to the Attorney General.

7.2 Board as Enforcement Agency

The Executive Director may act as the enforcement agency, as delineated in PRC, Division 30, Parts 4 and 5, and the power to make any approval associated with those duties with the exception of:

- a) Final approval of agreements with local governing bodies required by PRC sections 43212.1 and 43310.1, and
- b) Administration of the hearing panel required by PRC section 44309.

7.3 Recycled Content Newsprint Certification (14 CCR 17950 et seq.,-Form 430):

The Executive Director may:

- a) Issue Late fines in accordance with regulations (r);
- b) Assess civil penalties in accordance with regulations (r);
- c) Issue and publish the Compliant and Non-compliant List; and,
- d) Take steps to conduct audits to verify the information provided.

7.4 Plastic Trash Bag Recycled Content Certification (14 CCR 17975 et seq.):

The Executive Director may:

- a) Issue and Publish the list of Compliant and Non-compliant Manufacturers and Wholesalers;
- b) Take steps to conduct audits to verify the information provided.

Monitoring Method: Report from Executive Director; Frequency: Monthly

CIWMB BOARD POLICY	
<p>Category: Board-Staff Linkage</p> <p>Date of Adoption: October 17, 2006</p> <p>Revision: May 20, 2008</p>	<p>Title: DELEGATION TO THE EXECUTIVE DIRECTOR WITH RESPECT TO CONTRACTS, GRANTS AND LOANS</p> <p>Policy Number: BL-8</p> <p>Resolution No. 2006-178</p> <p>Resolution No. 2088-68</p>

8.1 Expenditures From The Budget Line For Consultant And Professional Services From The Operating Expense And Equipment Category In The Governor's Budget

The Executive Director may:

- a) Award and execute all contracts and written change orders or amendments thereto, of \$100,000 or less, where the concepts or allocations therefore have been approved by the Board; and,
- b) Award and execute all contracts and written change orders or amendments thereto, of \$100,000 or less, where such contracts and written change orders or amendments thereto are for the administration of the functions of the CIWMB as identified by the Executive Director or are related to direct legislative mandates as identified by the Board; and,
- c) Award and execute all interagency agreements, agreements with other governmental entities, and written changes orders or amendments thereto, the concepts or allocations therefore have been approved by the Board; and,
- d) Award and execute all interagency agreements, agreements with other governmental entities, and written changes orders or amendments thereto, where such interagency agreements and written change orders or amendments thereto are for the administration of the functions of the Board, as identified by the Executive Director, or are related to direct legislative mandates as identified by the Board.
- e) Award and execute all contracts and written change orders or amendments thereto, for student and court reporting services.

8.2 Expenditures Which Are the Result of Previously Approved External Reimbursable Funding Sources,

The Executive Director may award and execute all contracts, interagency agreements, agreements with other governmental entities, and amendments for expenditures from previously approved external reimbursable funding sources. thereto. Prior concept approval by the Board shall not be required for these external reimbursable expenditures.

8.3 All Other Expenditures from the Operating Expense and Equipment Category in the Governor's Budget,

The Executive Director may award and execute all contracts, interagency agreements and leases, agreements with other governmental entities, written change orders or amendments thereto, and disburse funding for claims related to direct legislative mandates.

8.4 Other Contract Activities:

The Executive Director may:

- a) Prepare, conduct and evaluate all solicitations, bids, requests for proposals for procurement of goods and services, where the concepts/allocations thereof have been approved by the Board consistent with the approvals required above;
- b) Execute contracts and amendments thereto, related to the CIWMB's grant, loan, and loan guarantee programs, following procedures and guidelines that have been approved by the Board.
- c) Confirm fulfillment of contracts for the purposes of concluding the contract and making final payment; where the contract requires a report with policy recommendations, staff will use these recommendations, among other things, in preparing an agenda item to be presented to the Board for consideration.

8.5 Unreliable Contractor List (14 CCR 17050 et seq.):

The Executive Director may make a proposed finding of unreliability to place an entity on the CIWMB's List of Unreliable Contractors which will become final if not appealed in accordance with the procedures set forth in regulations. (r)

8.6 Loans:

The Executive Director may approve loans to be issued under the Landfill Closure Loan Program pursuant to 27 CCR section 23011; and may:

- a. Approve the addition of new RMDZ Loan Committee Members.

Monitoring Method: Report from Executive Director

Frequency: Monthly

CIWMB BOARD POLICY	
Category: Board-Staff Linkage Date of Adoption: October 17, 2006 Revision: May 20, 2008	Title: DELEGATION TO THE EXECUTIVE DIRECTOR WITH RESPECT TO DIVERSION PLANNING Policy Number: BL-9 Resolution No. 2006-178 Resolution No. 2008-68

9.1 Local Jurisdiction Plan Review and Approval

The Executive Director may:

- a) Approve new base years and waste generation studies that are not controversial;
- b) Approve extensions for newly incorporated cities pursuant to PRC section 41820.6;
- c) Approve NDFE amendments;
- d) Approve 5-year review reports;
- e) Approve Regional agency formation agreements;
- f) Accept staff's Biennial review findings for HHWEs;
- g) Accept staff's Biennial review findings for jurisdictions that have a diversion rate over 50%, and have adequately implemented diversion programs;
- h) Approve a Countywide Siting Element amendment where the amendment is not required by statute and the updated information does not change the location of an existing facility or add a new facility; and,
- i) Approve Planning Elements (SRRE, HHWE, and NDFE) for Newly Incorporated Cities.

9.2 State Agency and Large State Facility Integrated Waste Management Plans (AB 75):

The Executive Director may:

- a) Approve those State Agency and Large State Facility Integrated Waste Management Plans (IWMP) not specifically requested to be considered at a regularly scheduled Board meeting. The Board is to receive reasonable notice which plans the Executive Director will approve and will notify the Executive Director which IWMPs it would like to consider at a regularly scheduled Board meeting; and,
- b) Approve those State Agency and Large State Facility Integrated Waste Management Annual Reports not specifically requested to be considered at a regularly scheduled Board meeting. The Board is to receive reasonable notice which annual reports the Executive Director will approve and will notify the Executive Director which annual reports it would like to consider at a regularly scheduled Board meeting.

Monitoring Method: Report from Executive Director; Frequency: Monthly

CIWMB BOARD POLICY

Category: **Board-Staff Linkage**

Title: **DELEGATION TO THE EXECUTIVE DIRECTOR WITH RESPECT TO OTHER RESPONSIBILITIES**

Date of Adoption: October 17, 2006

Policy Number: **BL-10**

Revision: May 20, 2008

Resolution No. 2006-178

Resolution No. 2008-68

10.1 Regulations:

The Executive Director may:

- a) Conduct the development of regulatory language, the drafting and release of Notices and other activities undertaken in compliance with the procedural requirements of the California Administrative Procedure Act for submission of rulemaking files to the Office of Administrative Law, in accordance with procedures adopted by the Board, and may:
- b) Conduct the required 45-day public hearing for regulations where the Board has not directed that it wants the hearing to occur at a Committee or Board meeting.

10.2 Used Oil Program:

The Executive Director may:

- a) Disburse funding to local governments as block grants for the implementation of local used oil and filter collection programs pursuant to PRC 48653.
- b) Resolve grant application-related deadline disputes at his/her discretion, with the following guidance:
 - 1) It is the Board of Director's intent that the Executive Director strictly enforce the application deadline policy as set forth in the Board's December 2002 Resolution number 2002-773.
 - 2) It is also the Board's intent that future Used Oil Block Grant applicants, who file a timely, but incomplete application, be allowed a "grace" period designated by staff to correct any deficiencies or omissions in their applications; and,
- c) Accept Used Oil Incentive Claim/Reports submitted after the 45th day, and to reduce, eliminate, or approve the amount of incentive fee paid due to late submission of the claim.

10.3 Emergency Actions

The Executive Director may, with the approval of the Chair, take all necessary actions to respond to a declared state of emergency, including but not limited to, awarding and executing contracts or

interagency agreements, approving use of Board funds or resources for actions that they are normally used for, and entering into Memoranda of Understanding. The Executive Director shall notify all Board Members of these actions in advance, to the extent practicable.

Monitoring Method: Report from Executive Director

Frequency: Monthly

CIWMB BOARD POLICY	
<p>Category: Board-Staff Linkage</p> <p>Date of Adoption: October 17, 2006</p> <p>Revision Date:</p>	<p>Title: EVALUATING THE EXECUTIVE DIRECTOR'S PERFORMANCE</p> <p>Policy Number: BL-11</p> <p>Resolution No. 2006-178</p> <p>Resolution No.</p>

11.1 Board Evaluation of Executive Director

The Executive Director's job performance shall be evaluated by comparing the organization's results, operations and the Executive Director's personal performance to the policies and strategic directives established by the Board. Specifically:

- a) The Board shall evaluate the Executive Director's performance on an annual basis.
- b) The evaluation will be primarily based on an evaluation of the organization's performance against the results established by the Board in its strategic directive policies, as well as based on the Executive Director's personal performance.
- c) With regard to strategic directives for which there are not clear performance measures, the Executive Director shall propose performance criteria that represent his or her reasonable interpretation of achieving the results defined by the Board.
- d) The Board will use data to determine the degree to which its policies are being met.
- e) The Chair has the responsibility and authority to collect and assemble data needed to perform the evaluation of the Executive Director.
- f) All policies that instruct the Executive Director shall be monitored at a frequency and by a method chosen by the Board. The Board can monitor a policy at any time by any method, but ordinarily will depend on a schedule developed by the Board.

Monitoring Method: Board Report
Frequency: Annual

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:

1. Completion of study by December 2007
2. 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:

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

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