



**Staff Recommendation To Launch a New  
Green Business Program  
in  
San Mateo County**

Submitted for Review to the County of San Mateo Board of Supervisors  
January 11, 2008

Submitted by County of San Mateo Public Works  
Waste Management & Environmental Services Section

# **Green Business Program Proposed Countywide Launch: A Work Plan**

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## 1. Program Background:

**Bay Area Green Business Program (BAGBP) History:** In 1996, the Association for Bay Area Governments (ABAG) initiated the BAGBP to certify, promote and recognize businesses who voluntarily participate in an extensive assessment of solid waste, energy and water resources that are consumed by their routine operational practices. The BAGBP is a four-way voluntary collaboration between the participating businesses; each city; the county and ABAG. At this time, over 1,100 businesses have been certified “green” in this program in Alameda, Contra Costa, Marin, Napa, Santa Clara, San Francisco and Solano counties.

In 2003, San Mateo County Supervisor Mark Church initiated discussions with staff to review the feasibility of our county’s staff to join the ABAG program. Due to many post-9/11 economic and political factors, participation in this program did not occur at that time.

In early 2007, Supervisor Church re-introduced the BAGBP initiative and secured Board of Supervisors approval to proceed with a six-month pilot program in six participating cities, in incorporated sections of the county, and at designated county facilities. The Board also allocated \$30,000 from the General Fund to support the launch of pilot program. The RecycleWorks section reallocated \$55,000 from FY 07/08 and from FY 08/09.

This pilot period began on July 1<sup>st</sup>, 2007 and expired on December 31<sup>st</sup>, 2007.

The County’s RecycleWorks staff (Public Works) was designated to serve as the program’s lead organization. Using the ABAG model, the RecycleWorks staff directed the program’s administrative details during this pilot period with the strong support and collaboration with each participating city’s designated staff contact.

To be certified “green” by this program, businesses must be in compliance with all County Health Code regulations and meet program standards for conserving resources, preventing pollution and minimizing waste.

## **2. Pilot Program Recap:**

### **a. Staff Recommendations:**

Based on the results and findings of the six-month BAGBP pilot program, staff recommends the following steps to expand this program countywide:

- Authorize the BAGBP to be available to every city in San Mateo County.
- Target 15 new businesses to be certified by 6/30/08.
- Target 30 additional businesses to be certified in FY 08/09.
- Continue RecycleWorks' program staff support at current levels.
- Maintain current level of General Fund support for program (\$30k/yr.)
- Expand outreach to include local broadcast and print media.
- Continue to build program partnerships with participating SMC cities.
- Continue to build partnerships w/ABAG; SBWMA; other program reps.

### **b. Pilot Program Goals:**

Each of the pilot program goals listed below were met, or exceeded:

- To develop positive and supportive working relationships with all necessary compliance, energy, water and solid waste organizations with jurisdiction in unincorporated North Fair Oaks and the cities participating in this pilot.
- To certify businesses from three business sectors; "Auto Service Facilities", "Restaurants & Cafes", and "Offices/Retail businesses". We chose to add a fourth category, "Hotels" after the pilot began.
- To uphold and preserve the reputation of ABAG's BAGBP, the County of San Mateo and the cities involved, by insuring that all compliance and other requirements are met before the certification of any business.
- To certify at least 12 businesses, four (4) within the area of North Fair Oaks in the first six (6) months of the program. In fact, 17 businesses were BAGBP certified during this period.
- To regularly attend all ABAG BAGBP meetings.

This program directly supports the RecycleWorks Outcome Based Management (OBM) performance management system criteria by: 1) BAGBP certified businesses in North Fair Oaks and at County Facilities have increased their solid waste diversion rates and 2) BAGBP results in higher traffic levels on the RecycleWorks website. This activity, in turn, results in higher awareness levels for the RecycleWorks website and it's comprehensive program references.

- c. **Pilot Program Participation:** A total of 101 businesses applied for BAGBP certification during the pilot period. Staff reports that 17 businesses were BAGBP certified at the conclusion of the pilot period vs. a pilot goal of 12.

In addition to this total, 11 businesses have substantively completed the review process and are now ready for certification; 35 businesses are currently engaged in the evaluation process; 31 businesses have been wait-listed and seven withdrew their applications, presumably to wait for the program's full launch.

The following businesses Successfully received final certification by the close of the pilot period (12/31/07):

- 555 County Center, 5<sup>th</sup> Floor (*SM County Government*)
- Newdoll Enterprises (*Unincorporated*)
- Belika (*Unincorporated*)
- San Carlos Youth Center
- Melanie's Fine Foods (*San Carlos*)
- A+ Japanese Auto Repair (*San Carlos*)
- Emerson Environmental (*San Carlos*)
- REI Outdoor Retailers (*San Carlos*)
- ELM Associates (*Burlingame*)
- TRG Architects (*Burlingame*)
- Supper Supers (*Millbrae*)
- Sixteen Mile House (*Millbrae*)
- Millwood Inn & Suites (*Millbrae*)
- San Mateo Public Library
- Callender Associates (*San Mateo*)
- Motor Masters (*San Mateo*)
- Kastrop Group (*Redwood City*)

As applications are received via the RecycleWorks website, they are reviewed, logged and immediately forwarded by staff to each respective participating city. Applicants were advised (via email) that their application had been forwarded to their respective city and given their new city contact information for the duration of this certification process. Designated city staff then coordinates all four sets of inspections for the applicants with representatives from the County's Environmental Health inspectors, Solid Waste contractor, Water department and PG&E. Once these inspections have successfully been completed, the applicant's file is returned to County staff (RecycleWorks).

RecycleWorks staff provides technical support and program updates to city representatives during the entire certification process and serves as the county's liaison with the ABAG program. Program obstacles, such as coordinating inspections with four (4) different organizations and incurring unbudgeted expenses for recommended energy, water and pollution prevention improvements (i.e. new, low-flow toilets, higher-rated insulation, etc.), are collaboratively addressed by the RecycleWorks and city staff. RecycleWorks also provides important administrative tracking and reporting to ABAG.

d. **Pilot Program Outreach Expenses:**

The County of San Mateo’s RecycleWorks BAGBP program incurred the following outreach expenses during the pilot period:

<b>Outreach Element:</b>	<b>Budget:</b>	<b>Actual:</b>
<b>1. Modifications to RW website:</b>		\$363
<b>2. BAGBP Color Postcards:</b> 2,000 units; 5-1/2” x8-1/2” ( <i>Exhibit “A”</i> )		\$789
<b>3. Green Zebra Green Business Coupon Guide; Peninsula Edition</b> (10,000 units) ( <i>Exhibit “B”</i> )		\$8,000
<b>4. Two, 2-color program BAGBP program sell sheets:</b> (2,500 units each) 8-1/2” x11”; ( <i>currently in development</i> )		\$3,000
<b>5. ABAG Static-cling Window stickers:</b> Two sizes-1) 8” x 9-1/2” and 2) 4-1/2” x 5” ( <i>Exhibit “C”</i> )		N/C-provided by ABAG
<b>YTD Totals:</b>	<b>\$20,000</b>	<b>\$12,152</b>

e. **Next Steps for Countywide BAGBP Launch:**

- **Phase One: Complete Pilot Phase Activities**--The pilot program concluded on 12/31/07. During the pilot phase of this program, staff has received an extremely positive response to the program from the participating cities, applicants, their employees, and many elected officials. A large number of wait-listed applications provides strong additional evidence of this observation.
- **Phase Two: Program Ramp Up Phase: 2/1/08.** RecycleWorks staff will incorporate lessons learned from BAGBP pilot program into the daily program activities in preparation for the full program launch scheduled for 7/1/08. Staff will also confirm additional SMC cities who choose to participate in program and identify and train key staff in the new participating cities. During this period, RecycleWorks will also be training a new program contact, Danielle Lee (Resource Conservation Specialist II), due to the departure of our previous program contact, Dianne Anderson.
- **Phase Three: Full Rollout of Program Launch: 7/1/08.** RecycleWorks staff to work closely with ABAG and all participating SMC cities (and their respective staff) to expand the program within approved budget parameters. Multi-media outreach campaign begins to create broad program awareness.

### 3. Program Rollout Goals:

- a. Utilize ABAG’s Green Business Program work plan, with minimal modifications.
- b. **Expand number of business categories from four (4) to twelve (12).** The pilot program targeted four (4) business categories: As other business categories are developed by ABAG’s Regional BAGBP Committee, staff will add these options to participating cities.

Current Business Categories in Pilot Program:	Proposed Added Business Categories:
Automotive Repair	Dentists
Office/Retail	Printers
Restaurants	Painters
Hotels	Auto Body Shops
	Remodel Contractors
	Landscapers
	Wineries
	Small Schools

- c. **Expand program from seven participating cities to 12-20.** This expanded program will offer voluntary participation to every city within County of San Mateo. An ultimate program goal is to have all 20 cities in the county participate in this program.

Current Pilot Participants:	Proposed New Participants:
Burlingame	Atherton
Daly City	Belmont
Millbrae	Brisbane
San Carlos	Colma
San Mateo	East Palo Alto
Redwood City	Foster City
County of San Mateo *	Half Moon Bay
	Hillsborough
	Menlo Park
	Pacifica
	Portola Valley
	San Bruno
	South San Francisco
	Woodside

\* Two categories: Unincorporated Areas & County Government Buildings

- d. **Certify 45 new businesses by 6/30/09:**

By expanding the BAGBP program in new SMC cities and providing multi-level outreach program, staff is targeting the certification of 15 new businesses by June 30, 2007, and an additional 30 businesses between 7/108 and 6/30/09.

#### 4. Financial Considerations:

##### **Three Funding Sources:**

Staff projects an annual operating budget for the County's portion of this program of about \$123k for each fiscal year, subject to cost of living adjustments. This budget consists of staff time and outreach required to coordinate the BAGBP activities at the countywide level. We plan to continue to have a Resource Conservation Specialist (vacant) serve as the program's primary contact for ABAG and each participating city. We also recommend continuing the current staffing level of .25 FTE for this function by this staff member. The Resource Conservation Program Manager will continue to directly supervise daily program activities and manage the program's long term planning aspects.

Funding for this program comes from the following sources:

- |      |  |                      |
|------|--|----------------------|
| i.   | <b>County of San Mateo:</b> ( <i>General Fund</i> )  | \$ 30k               |
| ii.  | <b>County of San Mateo:</b><br><i>DPW/Waste Management &amp; Environmental<br/>Services Budget (Solid Waste Fund):</i> | \$ 83k               |
| iii. | <b>South Bayside Waste Mgmt Authority</b> ( <i>SBWMA</i> ):  | \$ 10k               |
|      | <b><i>Total Annual Program Cost*:</i></b>  | <b><i>\$123k</i></b> |

*\* The County's portion of this program consists of countywide coordination between participating cities and ABAG staffs.*



## 5. Budget Detail:

### Annual Program Cost - Staffing & Budget

January '08 through December '09

			FY 2007-2008						Annual Cost				
Program Related Tasks:		July - December			January - June			July - December			January - June		
Budget:	Rate	Hours	Total	Rate	Hours	Total	Rate	Hours	Total	Rate	Hours	Total	
<b>Resource Conservation Specialist</b>		<b>.25 FTE</b>			<b>.25 FTE</b>			<b>.25 FTE</b>			<b>.25 FTE</b>		
Labor and Overhead	\$75.80	260	\$19,708	\$75.80	260	\$19,708	\$78.07	260	\$20,299	\$78.07	260	\$20,299	
<b>Resource Conservation Program Mgr</b>													
Labor and Overhead	\$96.10	104	\$9,994	\$96.10	104	\$9,994	\$98.98	104	\$10,294	\$98.98	104	\$10,294	
<b>Resource Conservation Section Mgr</b>													
Labor and Overhead	\$105.82	52	\$5,503	\$105.82	52	\$5,503	\$108.99	52	\$5,668	\$108.99	52	\$5,668	
Equipment			\$0			\$0			\$0			\$0	
Contributed Funds - SBWMA			\$0			\$5,000			\$5,000			\$5,000	
Materials & Outreach (\$30k General Fund)			\$15,000			\$15,000			\$15,000			\$15,000	
Other			\$4,709			\$4,709			\$5,000			\$5,000	
		<b>Total</b>	<b>\$54,914</b>		<b>Total</b>	<b>\$59,914</b>		<b>Total</b>	<b>\$61,261</b>		<b>Total</b>	<b>\$61,261</b>	
			<b>FY 07/08 Budgeted Total:</b>			<b>\$114,828</b>			<b>FY08/09 Budgeted Total:</b>			<b>\$122,522</b>	
<b>Expenditures:</b>													
<b>Resource Conservation Specialist</b>													
Labor and Overhead	\$75.80	322	\$24,408	\$75.80	0	\$0							
<b>Resource Conservation Program Mgr</b>													
Labor and Overhead	\$96.10	140	\$13,454	\$96.10	0	\$0							
<b>Resource Conservation Section Mgr</b>													
Labor and Overhead	\$105.82	58	\$6,138	\$105.82	0	\$0							
Equipment			\$0			\$0						\$0	
Contributed Funds - SBWMA			\$0			\$0						\$0	
Materials & Outreach			\$10,600			\$0						\$0	
Other			\$828			\$0						\$0	
		<b>Total</b>	<b>\$55,427</b>		<b>Total</b>	<b>\$0</b>							
			<b>FY07/08 Expend. Total:</b>			<b>\$55,427</b>							

Labor Worksheet:	Hours/week	10	4	2	20	6	2
Weeks in 1/2 Year		26	26	26	26	26	26
Total Hours		260	104	52	520	156	52

	Class	Base Rate	Fringe Rate	Loaded Rate
Resource Conservation Specialist	RCS II	34	42	75.80
Resource Conservation Program Mgr.	RCPM	45	51	96.10
Resource Conservation Section Mgr.	RCSM	52	54	105.82

## 6. Outreach Plan:

- a. **Existing Outreach Elements:** Staff recommends a continuation of the BAGBP program outreach elements that were utilized during the pilot period, including: website application process and promotion; multi-color postcards (ABAG); store front static cling stickers in two sizes (ABAG), annual Green Zebra green business coupon book; and two BAGBP sell-sheets. These materials will be replenished on an “as needed” basis. Their costs have been included in the annual program cost.
- b. **Multi-Media Campaign:** Staff recommends the use of local print and broadcast media to broadly promote the program during countywide expansion. Cable and non-profit TV will be utilized for geographically targeted promotion by using Public Service Announcements (PSAs) and ads.

Staff intends to use local newspaper ads (San Mateo Times, The Daily News, The Daily Journal, The Examiner, etc) to promote the program and to recognize recently certified businesses.

- c. **Conduct Outreach Events:** Staff recommends the use of press and annual awards recognition events to promote the program’s visibility and to individually recognize each of the businesses certified in this program.

Staff intends to continue hosting quarterly training and orientation workshops for new city staff from each participating city.

We also will continue to participate in quarterly ABAG BAGBP users group workshops for best practice exchange and informational updates.

- d. **Outreach Collaboration with the SBWMA:** The South Bayside Waste Management Authority (SBWMA) has expressed a strong interest in a collaborative expansion of the BAGBP into their jurisdiction. The SBWMA’s member agencies—County of San Mateo/North Fair Oaks, Menlo Park, Atherton, East Palo Alto, Redwood City, San Carlos, Belmont, Foster City, San Mateo, Hillsborough, Burlingame and West Bay Sanitation District—each have state mandated solid waste diversion goals to meet. This program is viewed as an important diversion option for the SBWMA’s commercial sector.

The SBWMA Recycling Program Manager has committed \$10k towards the expanded BAGBP annual multi-media program outlined above. Cliff Feldman also brings important direct BAGBP program experience from his previous employment assignments in Alameda County.

During the pilot period, the SBWMA also provided important program support by assigning the BAGBP solid waste and recycling inspections for commercial applicants in their jurisdictions to their Commercial Recycling Coordinator. The SBWMA has committed to continuing this level of support.

**7. BAGBP Full Implementation Time Line:**

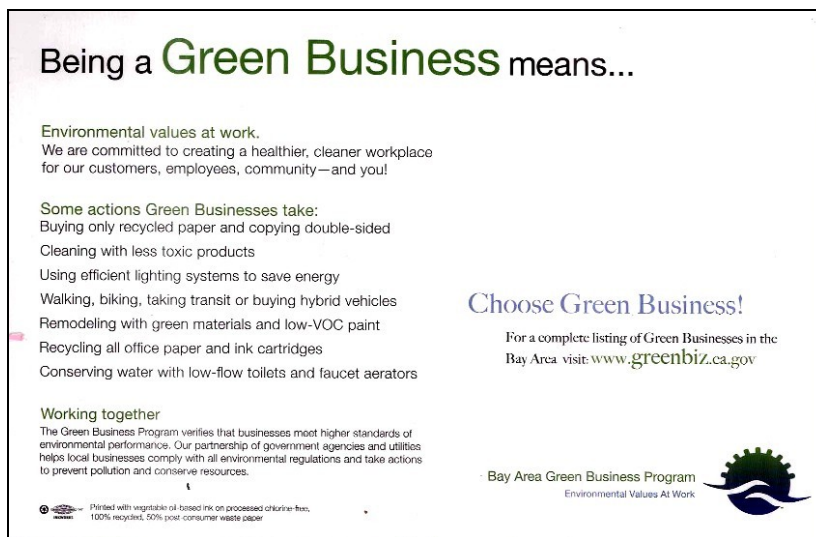
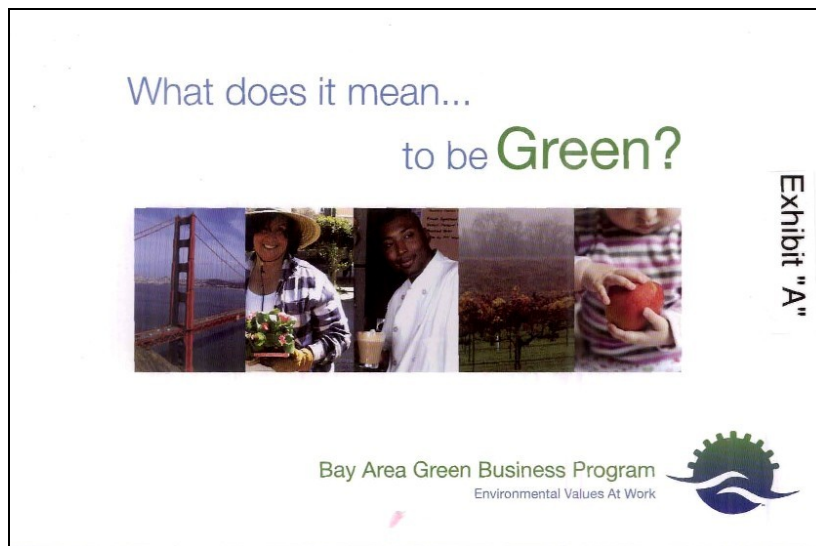
	1st Qtr/2008			2nd Qtr/2008			3rd Qtr/2008			4th Qtr/2008			1st Qtr/2009			2nd Qtr/2009		
Program Milestones:	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
<b>Pilot Phase Ends--12/31/07</b>																		
<b>Ramp Up Phase: thru 6/30/08</b>	*	*	*	*	*	6/30												
* Kickoff Press Event	*																	
* Integrate new cities/train staffs																		
* Website Improvements																		
* Outreach Material Development	*	*	*	*	*	6/30												
* Develop Media Plan	*	*	*	*	*	6/30												
* Create Multi-media Ads																		
* Participant Workshops																		
<b>Ongoing Outreach Elements:</b>																		
* Newspaper Ads			*			*			*			*			*			*
* TV PSAs			*			*			*			*			*			*
* Cable TV--Geographic Zones			*			*			*			*			*			*
* Annual Awards Event/Dinner						tbd												
15 New Businesses Certified	*	*	*	*	*	6/30												
<b>Full Program Launch: 7/1/08</b>																		
30 New Businesses Certified							*	*	*	*	*	*	*	*	*	*	*	6/30

# Exhibit "A"

## Green Business Program Postcard

2,000 units

5-1/2" x 8-1/2"



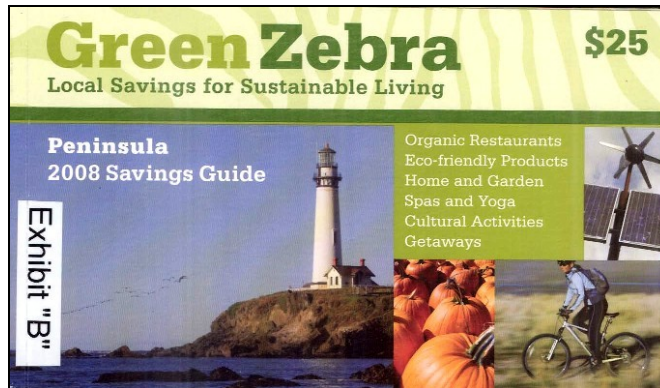
## Exhibit "B"

### Green Zebra Green Business Coupon Book: Peninsula Edition

10,000 units

287 Pages

4" x 7" x 3/4"



It's easy to change your stripes  
... with **Green Zebra**™

[www.thegreenzebra.org](http://www.thegreenzebra.org)

**Discover Green Shops and Services.  
Strengthen your Community.  
Preserve your Planet. ... and Save Money too!**

The Green Zebra guide makes it easy and fun to live sustainably on the Peninsula.  
Inside you'll find:

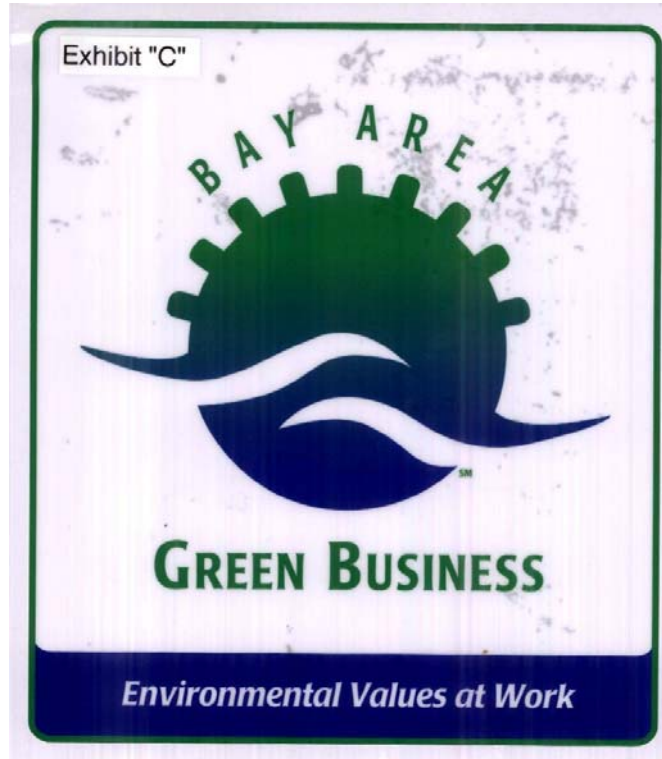
- More than 200 exclusive offers worth over \$10,000 in savings. Green Zebra passes encourage you to explore organic restaurants and markets, eco-friendly retailers, green home services, spas, yoga and fitness studios, bookstores, and more. Passes valid through December 2008.
- Simple things you can start doing today for a greener tomorrow.

Sales of this guide support the San Mateo Outdoor Education Program.

**Exhibit "C"**

**ABAG Green Business Program  
Window Stickers (Static Clings)**

**Large (8" x 9-1/2")**



**Small (4-1/2" x 5")**

