

**Appendix D**  
**Stakeholder Engagement Process**  
**October 2008**

**Commercial Redesign**

**(From Attachment 3, May 2008 memo to T&E Committee)**

**[http://www.sanjoseca.gov/clerk/CommitteeAgenda/TE/20080818/TE20080818\\_c.pdf](http://www.sanjoseca.gov/clerk/CommitteeAgenda/TE/20080818/TE20080818_c.pdf)**

In order to obtain a comprehensive view of current recycling practices in the business community, staff engaged in an extensive outreach campaign. Stakeholder input came from San José small and large businesses, schools, faith-based organizations, non-profits, and garbage/recycling haulers. Staff completed the outreach campaign in two phases. Phase one included information gathering intended to help staff evaluate system options. During this phase staff received from 535 on-line business surveys, conducted 22 individual business interviews, and spoke seven franchised haulers via a written survey or face to face interview. Information was collected about current business recycling programs, barriers to recycling, and input on potential changes to the collection system. Phase two expanded on the first phase, educating the business community on the evaluation process. In Phase two, staff conducted presentations to the Silicon Valley Leadership Group Environmental Committee, Joint Venture Silicon Valley, the Silicon Valley Chamber of Commerce, and the Construction Roundtable. In addition, staff conducted informational meetings with business that wanted to participate in the process beyond Phase one and individually with all the current franchised haulers who wanted to meet.

This attachment details the stakeholder engagement activities used to obtain feedback from the business community.

**Phase One –Proposal Research**

**Online Survey** - An online survey on the City's Environmental Services webpage was made available during the period of February 8 to April 17, 2008. More than 500 business customers responded to the survey. This survey was advertised through a multi-lingual direct mail postcard that was sent to 20,000 businesses and advertisements through the San José Business Journal. In addition over 25 business associations were contacted about this tool.

**Presentations**- City staff gave presentations to the following organizations; presentations included both an explanation of the evaluation process and an opportunity for feedback on the current garbage and recycling system.

- San José Downtown Association
- Story Road Business Association
- West San Carlos Street Business Association
- Hispanic Chamber of Commerce of Silicon Valley
- BOMA (Building Owners and Managers Association)
- IFMA (International Facility Management Association)
- Silicon Valley Association of Non-Profits
- San José Redevelopment Agency's Business District Managers

**Case Study Interviews-** Staff conducted twenty-two individual interviews with facilities managers or other representatives from the following businesses:

- Restaurants (Peets, City Bagel)
- Hotels (Fairmont Hotel)
- Retail (The Plant Shopping Center, Oakridge Mall, West San Carlos (strip mall), Copyland, PW Market, Whole Foods)
- Office (Equity Office, Doubleday Relocation)
- High tech (Adobe, Cisco, Xilinx, Altera)
- Entertainment (Camera Cinema, San José Repertory, San José Giants Stadium)
- Schools (Franklin-McKinley School District, Union School District)
- Other (Kaiser Hospital)

Staff selected these businesses for case studies because many of them had employees who were dedicated to managing their garbage and recycling services as a primary job function.

**Phase 1 Results** - Results from the survey, presentations, and interviews yielded the following:

- The biggest barriers to recycling are cost, limited options for recycling provided by haulers, space for containers, and difficulty in sorting materials.
- Survey respondents stated that they could increase recycling by having more recycling choices available, decreasing the cost of recycling service, and receiving technical assistance.
- With no background details on program structure or benefits, responses were split on the subject of exclusive versus non-exclusive collection systems, with large businesses being slightly more in favor of the current system and small to medium sized businesses favoring exclusive.
- The business community expressed a strong desire to increase their recycling, and there was a great deal of interest about the City's proposed changes in support of the Green Vision.

Detailed results of the survey can be found at:

[http://www.sjrecycles.org/business/pdf/BusinessRecyclingSurveyResults\\_5-9-08.pdf](http://www.sjrecycles.org/business/pdf/BusinessRecyclingSurveyResults_5-9-08.pdf)

### **Phase Two- Proposal Evaluation**

This phase was focused on educating the businesses about the evaluation process, including the benefits of an exclusive system and addressing any concerns that may have been identified in the survey process.

**Presentations-** Staff presented the survey results and proposed recommendations to the Silicon Valley Leadership Group, Joint Venture Silicon Valley, Silicon Valley Chamber of Commerce, and the Construction Roundtable.

**One-on-One Interviews-** Staff conducted follow-up conversations with some businesses that had expressed concern during the first phase of outreach.

**Phase Two Results-** When businesses were presented with the data from the waste characterization along with the results of the survey data, there was a general understanding of the City’s desire to pursue an exclusive system. Many of the businesses that were initially opposed to the idea of an exclusive system were more supportive after having seen the data and learning more about the benefits such a system could provide. Staff will continue to engage the business community throughout the evaluation and re-design process.

**Hauler Outreach**

Staff engaged the current franchised haulers for input on the current system, barriers to increased recycling, and reaction to redesign options.

**Phase One- Information Gathering**

The four largest haulers who have 90% of the commercial accounts and other interested haulers took part in in-person interviews and completed a survey. Staff conducted an information meeting for all haulers that included an overview of the current system, the Zero Waste and Green Vision goals, and a summary of the commercial evaluation process.

<b>Company</b>	<b>Written Survey</b>	<b>In-person interview</b>
A & A Recycling	X	
Allied Waste Services	X	X
GreenWaste Recovery	X	X
GT Waste	X	X
Stevens Creek Disposal	X	X
Valley Recycling	X	
Recycle West		X

Staff solicited input on the current obstacles to commercial solid waste collection in San Jose. Responses included:

- City dictating or limiting collection times
- Current franchise fees structure and administration
- Paying high landfill fees and having to charge lower prices to compete with haulers operating in the City without a franchise or outside the franchise system.

The highlights from the survey, presentation, and interviews are detailed below:

- When haulers were asked if prices would increase under each of the exclusive system options being considered, four of the six replied that they may increase. Two of six

respondents stated that they would not necessarily increase, because these systems may allow for better route efficiencies and guaranteed customer base.

- The haulers that responded were generally in favor of generator mandates for recycling. Several responded that they would be willing to help enforce such mandates. Respondents also were in favor of performance and/or diversion mandates on the hauling companies themselves.
- The hauler community also recognizes barriers to increasing recycling through the current system.
- Haulers would like to see increased education for the business community, mandatory recycling, hauler diversion mandates, and lower fees for processing and/or landfill.

### **Phase Two Evaluation Follow-Up**

When presented with the proposed concept of a district-based exclusive system, the four largest haulers and some of the smaller haulers were supportive of the concept. The smaller haulers, who mostly deal with drop box and/or Construction and Demolition (C&D) debris, were generally opposed to an exclusive system including C&D collection because it would most likely eliminate their ability to do business in San José. As a result of this feedback, staff re-evaluated including C&D in the proposed exclusive system. All of the haulers expressed an interest in the City procuring processing capacity to allow more haulers the ability to compete in the selection process. Many also requested that the City procure disposal capacity.

Since September 9, 2008 when Council directed staff to proceed with new system development, staff has continued its outreach efforts. On-going efforts to inform the business community on the commercial system redesign have included updates mailed to the 20,000 businesses in the City's business tax database, ongoing meetings with the current commercial haulers, a presentation at the Chamber of commerce, and contacts to each of the neighborhood business districts, Silicon Valley Leadership Group, and Sustainable Silicon Valley.

## **Plastic Bag Stakeholder Outreach October 2008**

On January 16, 2008, the Rules and Open Government Committee directed staff to add the prohibition of plastic checkout bags to the initiatives being evaluated under the Green Vision Goal #5, Divert 100% of Waste from Landfill. During the Green Vision Study Session on February 1, 2008, Council also discussed that that reusable bags are the environmentally superior alternative to single-use bags and requested strategies to reduce the use of paper bags in addition to plastic. At this Study Session, Council approved adding an evaluation of prohibiting nonrecyclable and non-compostable plastic checkout bags in grocery and retail stores in San Jose to the Green Vision Implementation Plan.

Following these directives, staff met with industry representatives from the grocers' community and from the plastics industry in February 2008. Since that time, meetings have been conducted every other Wednesday for San José stakeholders including industry representatives from Safeway, PW Market, Target, Nijiya Market, California Grocers Association, the American Chemistry Council, Moore Recycling Association and Roplast plastic bag manufacturers. Representatives from neighboring cities, such as Morgan Hill, Palo Alto, Mountain View, and Milpitas have also attended these meetings.

Conference calls were conducted with the American Paper and Forestry Association, as well as with the manager of a major San José shopping mall.

In August 2008, staff developed plans for more targeted outreach to a larger community of grocers and retailers. In October 2008, 5,124 flyers were mailed to San José retailers and grocers to announce an online survey being conducted regarding single-use carry-out plastic and paper bag reduction. A website was launched to promote reusable bags and to serve as a portal to the online survey. The website provides email contact info for submitting questions and feedback on the proposed action to ban single-use bags with a fee option for continued use.

Emails were sent to the Hispanic Chamber of Commerce as well as to Redevelopment Agency staff who work with neighborhood business associations, to ask for their assistance in contacting retailers about the survey. Emails were also sent to retailers listed with the following business associations: Willow Glen Business Association, Alameda Business Association, Story Road Business Association. Various business chambers in San Jose are being contacted to alert their members of the opportunity to provide input to the plastic and paper bag action. Plans are currently underway to visit business association meetings, in order to meet with retailers and grocers and ask for their input.

Additional outreach to the retailer and grocer communities will be made in the future using neighborhood and business district newspapers. Council members are being asked to let their retailer and grocer constituents know about the online survey and proposed plastic and paper bag action.