



## **Annual Internal Review**

**This report covers the time period of 1/1/2012 to 12/31/2012**

(This report is due in the first quarter of each calendar year for the previous year.)

### **Zero Waste Advisory Commission** **(Official Name of Board or Commission)**

**The Board/Commission mission statement (per the City Code) is:**

The commission is empowered to review and analyze the policies and resources relating to solid waste management in the city, and to advise the city council on solid waste management policies and resources. The commission shall provide assistance to the city council to ensure its citizens that the City provides an economical and environmentally safe system of waste reduction, recovery and disposal. The commission may provide assistance to the city council to protect the public health and quality of the environment through efficient collection, recycling, and disposal of municipal solid waste.

- 1. Describe the board's actions supporting their mission during the previous calendar year. Address all elements of the board's mission statement as provided in the relevant sections of the City Code.**

*(Reference all reports, recommendations, letters or resolutions presented to the City Council on mission-specific issues. If some of the elements of the mission statement were not acted on by the board in the past year, the report should explain why no action was taken.)*

- A. SWAC authorized award and execution of a contract through Texas Procurement and Support Services Cooperative Purchasing Program (TPASS) administered by the State of Texas Comptroller of Public Accounts (CPA), with TOTER INCORPORATED, Statesville, NC, for the purchase of residential garbage carts and single-stream recycling carts in an amount not to exceed \$1,678,960.60 and Authorize award and execution of a contract with TOTER INCORPORATED, Statesville, NC, for the purchase of 21-gallon residential garbage carts in an amount not to exceed \$127,944 on a

Commissioner Bob Schafer motion, Commissioner Rick Cofer second on a 7-0-0 vote.

- B. Director Bob Gedert gave a presentation on the draft Single Use Bag Ordinance. Fourteen (14) Citizens were allowed to speak on this item. The Commission and Director Bob Gedert engaged in discussion in response to Citizen comment. The vote to recommend a draft ordinance amending City Code Chapter 15-6 to prohibit single-use carryout bags within the city limits; providing 3 exemptions; and establishing a limited duration surcharge, was deferred until the February 8, 2012 Solid Waste Advisory Commission (SWAC) meeting with a condition that a public meeting will be held prior to the SWAC date on Commissioner Bob Schafer motion, Commissioner Jeff Paine second on a 7-0-0 vote.
- C. Director Bob Gedert presented a report on the following items: Master Plan Update, Single-Use Bag Ordinance Update, Upcoming Austin Conferences, Future Council Items, New Staff, Upcoming Position Postings, and Performance Measures.
- D. Current members of ZWAC presented past members with awards, certificates, and copies of the ARR Master Plan in recognition of their dedication to the commission.
- E. ZWAC approved their 2012 Work Plan on a Commissioner James Nortey motion, Commissioner Jeff Paine second on a 5-0-0 vote. Commissioner Rick Cofer was off the dais. Commissioner Cathy Gattuso was absent.
- F. Director Bob Gedert gave a presentation on the draft Single Use Bag Ordinance. Nine (9) Citizens were allowed to speak on this item.
- G. The Commission and Director Bob Gedert engaged in discussion in response to Citizen comment. A resolution to amend the third draft of the single-use-bag ordinance was proposed by James Nortey, Commissioner Brent Perdue second, but was declined on a 2-4-0 vote. Commissioners Gerry Acuna, Rick Cofer, Fayez Kazi, and Jeff Paine opposed. Commissioner Cathy Gattuso was absent. The vote to recommend draft 3 of the ordinance amending City Code Chapter 15-6 to prohibit singleuse carryout bags within the city limits, and establishing a limited duration surcharge, was approved on Commissioner Rick Cofer motion, Commissioner James Nortey second on a 4-2-0 vote. Commissioners Fayez Kazi and Jeff Paine opposed. Commissioner Cathy Gattuso was absent.
- H. Director Bob Gedert provided ZWAC with an update on the Hauler Ordinance. One more stakeholder will be held before the ordinance is voted

on by ZWAC and presented to City Council. Director Gedert is working with Law to finalize the ordinance.

- I. Director Bob Gedert presented a report on the following items: Master Plan Update, Single-Use Bag Ordinance Update, Future Council Items, New Staff, Upcoming Position Postings, and Performance Measures.
- J. Director Bob Gedert provided ZWAC with an update on the Hauler Ordinance. One more stakeholder will be held before the ordinance is voted on by ZWAC and presented to City Council. Director Gedert is working with Law to finalize the ordinance. The ordinance is planned to go before Council on May 24, 2012. Rule writing process will begin once the ordinance has been adopted. Stakeholders will be invited to participate in the process.
- K. Director Bob Gedert presented a report on the following items: Big Belly Update, Single-Use-Bag Update, Earth Month Events, Construction and Demolition Debris Ordinance Update, Budget, Council Items, Staff, Job Postings, Master Plan Implementation Update Performances Measures, and Statistical Reports.
- L. Director Bob Gedert gave a presentation on Food Waste Collection Options. Andrew Dobbs, Tx Campaign for the Environment, spoke against a city pilot that encourages disposing food waste down the drain. Patrick Van Haren, Microbial Earth and Austin Zero Waste Alliance, spoke against a city pilot that encourages disposing food waste down the drain. A resolution to call the Austin City Council to focus on the highest and best use of food scraps and not participate in any pilot program that would support disposing of food waste down the drain passed on a Commissioner Cathy Gattuso motion, Commissioner Brent Perdue second on a 6-0-0 vote. Commissioner Rick Cofer was absent.
- M. Director Gedert provided a detailed report on the proposed changes to The City's current AntiLitter Fee. A vote to recommend an ordinance renaming the anti-litter fee in section 15-6-33 of the City Code (rates for Anti-Litter and other services) to better describe the provided services and providing for the use of the funds from the fee to more clearly delineate the funding directed to Austin Resource Recovery and Code Compliance was passed on a Commissioner Faye Kazi Motion, Commissioner Cathy Gattuso second on a 6-0-0 vote. Commissioner Rick Cofer was absent.
- N. A motion to amend the draft hauler ordinance PART 14, Chapter 15-6, Article 3, of the City Code §15-6-59 to add "The City Manager's decision may be appealed to the City Council not later than sixty days after the decision of the City Manager. The City Council decision regarding this appeal shall be final" was made by Commissioner Faye Kazi, with a friendly

amendment from Commissioner Brent Perdue to remove “The City Manager’s decision regarding this appeal shall be final”, the motion received a second from Commissioner Cathy Gattuso, and passed on a 6-0-0 vote, with Commissioner Rick Cofer absent.

- O. A motion was made by Commissioner Faye Kazi to recommend an ordinance amending City Code Chapter 15-6, relating to private solid waste collection service, reporting of solid waste, recyclables, and organic materials, vehicle and container licensing, and education to ensure solid waste hauler compliance with sanitary and safety standards for solid waste collection vehicles and containers and reporting requirements with the addition of the above noted recommendation, the motion received a second from Commissioner Cathy Gattuso, and passed on a 6-0-0 vote, with Commissioner Rick Cofer absent.
- P. Director Gedert gave a presentation on Austin Resource Recovery’s FY13 budget. A vote to approve the Austin Resource Recovery FY13 budget was passed on a Commissioner Faye Kazi Motion, Commissioner James Nortey second on a 6-0-0 vote. Commissioner Rick Cofer was absent.
- Q. A vote to approve a Routing Efficiencies Resolution presented by the Zero Waste Advisory Commission was passed on a Commissioner Rick Cofer motion, Commissioner James Nortey second on a 5-0-0 vote. Commissioners Faye Kazi and Cathy Gattuso were absent.
- R. Zac Coventry gave a presentation on Municipal Solid Waste to Energy, an environmental life cycle assessment perspective.
- S. Brownfields Project Managers Tony Davee and Catherine Esparza presented gave a presentation on past, present, and future Brownfields projects within the Austin City Limits. □
- T. Director Gedert provided an updates on ARR’s Recycling Economic Development plan.
- U. Austin Resource Recovery Strategic Initiative Manager Jessica King provided a brief overview presentation. J.D. Porter, Austin Zero Waste Alliance, commented and offered recommendations on items 11:18, 11:57, and 11:58. Robin Schneider, Texas Campaign for the Environment, commented and offered recommendations on item 11:18 and list of excluded recyclable items. Bob Gedert commented that revisions have been made to 11:18 and 11:58 and currently trying to synchronize definitions with the Universal Recycling Ordinance Phase 2. A vote to approve the Universal Recycling Ordinance Phase 1 Rules was passed with the option to amend in September on a Commissioner Faye Kazi motion; Commissioner Jeff Pain second on a 7-0-0 vote.
- V. Austin Resource Recovery Waste Diversion Planner Senior Woody Raine provided a brief overview presentation. A vote to approve the Universal Recycling Ordinance Phase 2 Proposed Amendment was passed on a Commissioner Rick Cofer motion; Commissioner Cathy Gattuso second on a 7-0-0 vote.

- W. Bob Gedert discussed the Colorado study and how it was an academic study - not a process to be adopted by the City of Austin. No action taken at this time.
- X. Barney Gorey, VP of Public Affairs for OEC, gave a presentation about the corporation. Robin Schneider, Texas Campaign for the Environment, opposed the OEC and dirty MRFs. J.D. Porter, Austin Zero Waste Alliance, opposed the OEC and against dirty MRFs. Andrew Dobbs, Texas Campaign for the Environment and Austin Zero Waste Alliance opposed the OEC and against dirty MRFs. Kerry Getter, CEO of Balcones Resources, opposed the OEC and against dirty MRFs. The Commission discussed the resolution and decided to postpone the vote until the October 2012 meeting when a more precise definition of "Dirty MRF" can be determined. Austin Resource Recovery staff will research and suggest a definition at the next ZWAC meeting.
- Y. A vote for Rick Cofer as Board Chair was passed on a Commissioner Faye Kazi motion, Commissioner Cathy Gattuso second on a 6-0-0 vote. A vote for Cathy Gattuso as Board CoChair was passed on a Commissioner Rick Cofer motion, Commissioner Faye Kazi second on a 6-0-0 vote.
- Z. Resolution was sponsored by Commissioners Cathy Gattuso and Brent Perdue. Commissioner Cathy Gattuso read the resolution opposing the use of dirty MRFs. Lee Kuhn, General Manager of Republic Services, spoke in opposition of the resolution and Commissioner Brent Perdue's involvement with Ecology Action as conflict of interest and recommended to postpone action. Mr. Kuhn also spoke with concern about the City's backup material posting rules. Andy Perry, Bell Consulting Inc., spoke in opposition of the resolution. Barney Gorey, Organic Energy Corporation, spoke in opposition of the resolution. J.D. Porter, Austin Zero Waste Alliance, spoke in support of the resolution and opposed companies and technological advancements that are not in alignment with the City's diversion goals. Robin Schneider, Texas Campaign for the Environment, spoke in support of the resolution. Andrew Dobbs, Texas Campaign for the Environment and Austin Zero Waste Alliance, spoke in support of the resolution. Gretchen Kingham, Austin Resource Recovery, addressed the public posting of backup documents prior to ZWAC meetings. ZWAC is legally required to post agenda items and whether or not action will be taken on them. There is no deadline for posting backup documents, thus, ZWAC was in full compliance. Requiring backup documents to be posted at certain amount of time prior to ZWAC will be discussed at the next ZWAC meeting. Commissioners and Bob Gedert, ARR Director, discussed the resolution. Commissioner Dave Sullivan recommended amendment to the second to last sentence of the resolution: Therefore, be it resolved that ZWAC directs Austin Resource Recovery to see that all the department rules exclude dirty MRFS from consideration as a form of diversion until such a time as technology advances demonstrated in peer reviewed scientific literature show that 80% diversion rates can be achieved. However, a dirty MRF demonstration project can be applied to handle no

more than 5% of Austin's municipal solid waste. The proposal as amended was approved on a Commissioner Cathy Gattuso motion; Commissioner Brent Perdue second on a 5-1-0 vote. Commissioner Faye Kazi opposed.

AA. Commissioner Brent Perdue sponsored and read the resolution for ZWAC to oppose disposal and transfer of any residential waste to North East Austin landfills, and support the closure of the North East Austin landfills. J.D. Porter, Austin Zero Waste Alliance, spoke in support of resolution. Lee Kuhn, General Manager of Republic Services, spoke in opposition of the resolution and Commissioner Brent Perdue's involvement with Ecology Action as conflict of interest, and spoke with concern about the City's back-up material posting rules. Robin Schneider, Texas Campaign for the Environment, spoke in support of the resolution. Andrew Dobbs, Texas Campaign for the Environment and Austin Zero Waste Alliance, spoke in support of the resolution. The resolution was approved on a Commissioner Brent Purdue motion; Commissioner Cathy Gattuso second on a 4-2-0 vote. Commissioners Faye Kazi and Jeff Paine opposed.

BB. Phil Tindall, ARR Contract Compliance Manager, and Richard McHale, ARR Operations Services Division Manager, presented a proposal to authorize award and execution to increase funds for the purchase of additional 64-gallon residential garbage carts for the Austin Resource Recovery Department in an amount not to exceed \$189,252. The proposal was approved on a Commissioner Faye Kazi motion; Commissioner Jeff Paine second on a 6-0-0 vote.

CC. Phil Tindall, ARR Contract Compliance Manager, presented a proposal to authorize award and execution to provide truck scale inspection, maintenance and repair services for the Austin Resource Recovery Department, to increase the final 12-months of the original contract term in an estimated amount not to exceed \$20,000, and add three 12-month extension options in an estimated amount not to exceed \$20,000 per extension option, for a revised estimated total contract amount not to exceed \$120,000. The proposal was approved on a Commissioner Faye Kazi motion, Commissioner Dave Sullivan second on a 6-0-0 vote.

DD. Phil Tindall, ARR Contract Compliance Manager, and Ron Romero, ARR Operations Division Manager, presented proposals to authorize award and execution of 1. a contract through the Houston-Galveston Area Council of Governments with Santex for the purchase of four roll-off chassis in an amount not to exceed \$484,922; and 2. six contracts through the Texas Local Government Purchasing Cooperative (BuyBoard) for the purchase of multiple vehicles in an amount not to exceed \$7,496,111. Ryan Hobbs, Texas Disposal Systems, spoke in opposition of the roll-off equipment purchase request. Ron Torrey, Captain Hook Roll-Offs, spoke in opposition of the roll-off equipment purchase request. Commissioner Rick Cofer recommended the following friendly amendment: ZWAC recommends the action and that the equipment [roll-off chassis] never be used for commercial purposes or to provide services to property types not currently served by Austin Resource Recovery." The

proposal was approved on a Commissioner motion Dave Sullivan, Commissioner Brent Perdue second on a 6-0-0 vote.

- EE. Phil Tindall, ARR Contract Compliance Manager, presented a proposal to authorize award, negotiation, and execution of a service agreement with Sherry Matthews Advocacy Marketing to develop and implement a public education campaign to inform business establishments and citizens of the requirements of the City Ordinance regulating the use of single-use carryout bags for the Austin Resource Recovery Department, in an amount not to exceed \$1,750,000. Kenneth Thompson encouraged initiatives to include minority communities. The proposal was approved on a Commissioner Dave Sullivan motion, Commissioner Brent Perdue second on a 6-0-0 vote.
- FF. Phil Tindall, ARR Contract Compliance Manager, presented a proposal to authorize award and execution of a 12-month service requirements agreement with Great Communicate, LLC and Concept Development and Planning, LLC, for universal recycling public outreach services for the Austin Resource Recovery Department in an estimated amount not to exceed \$151,923, with five 12-month extension options in an estimated amount not to exceed \$159,519, for a total estimated contract amount not to exceed \$949,518, each and combined. Commissioner Rick Cofer expressed concern that 1. Great Communicate may have only one employee and 2. Concept Development and Planning's Vice President Pete Peters may have received criminal and ethical misconduct accusations. Phil Tindall, ARR Contract Compliance Manager, and Aiden Cohen, ARR Environmental Conservation Program Manager, responded with bidder selection procedures. Erin Gray, majority owner of Concept Development and Planning, addressed the comments concerning Pete Peters, offered to provide background information on the company, and stance on the URO. The proposal was approved on a Commissioner Faye Kazi motion, Commissioner Cathy Gattuso second on a 5-1-0 vote. Commissioner Rick Cofer opposed.
- GG. Phil Tindall, ARR Contract Compliance Manager, presented the proposal to authorize award and execution of a service agreement with ACP International (SA-SO) to provide decals as a part of the URO outreach. Commissioner Brent Perdue moved for a motion to approve, Commissioner Jeff Paine second on a 6-0-0 vote.
- HH. Director Bob Gedert reported on the waste composition study of fast food restaurants and its findings and recommended alternative compliance measures for URO to reach the 50% and 75% diversion goals. Cis Meyer, Hey Cister! Consulting, spoke in support of the recommendation. Tim Laudadio, Whataburger, spoke in support of the recommendation. \* At 9:54 p.m., Commissioner Dave Sullivan moved for a motion to extend meeting 30 minutes to 10:30 p.m., Commissioner Faye Kazi second on a 6-0 vote. John Patton, Director of Development of Sonic Drive-In, spoke in support of the recommendation. Jimmy Ferguson, McDonald's franchisee, spoke in support of the recommendation. Commissioner Dave Sullivan moved for a motion to

approve, Commissioner Brent Perdue second on a 5-1-0 vote. Commissioner Jeff Paine opposed.

- II. Bob Gedert, ARR Director, presented and requested approval of the Single Use Carryout Bags Regulations - Draft 3. The regulations will be brought before Council for approval upon approval by the Commission. \* At 10:28 p.m., Commissioner Dave Sullivan moved for a motion to extend meeting 30 minutes to 11:00 p.m., Commissioner Faye Kazi second on a 6-0 vote. Cis Meyer, Hey Cister! Consulting, assisted in the wording and spoke in support of the draft. Skeeter Miller, The County Line Owner and Greater Austin Restaurant Association President, spoke in support of the draft and offered a revision to 10.7.3: Restaurant bags, such as bags used to take away prepared food, limited to paper bags but allowing single use plastic carryout bags for soups, sauces, salads with dressings, liquids, and other foods with moisture or oils to prevent spills that may damage vehicles or clothing. Barrett Fontenot, Creative Retail Packaging, stated concern for companies that may have to dispose of their current single-use bag inventory to comply with the ordinance and problems that may arise from different states having different regulations. Robin Schneider, Texas Campaign for the Environment, spoke in support of the ordinance but opposed some exemptions for possible loopholes. Andrew Dobbs, Texas Campaign for the Environment and Austin Zero Waste Alliance, spoke in support of ordinance but opposed some exemptions for possible loopholes. Commissioner Dave Sullivan moved for a motion to approve, Commissioner Brent Perdue second on a 5-1-0 vote. Commissioner Jeff Paine opposed.
- JJ. In the proposed ZWAC 2013 Meeting Calendar, meeting dates were kept to the 2<sup>nd</sup> Wednesday of each month with the exception of March 2013. Due to the spring break, the March 2013 meeting was moved to March 6, 2013. The proposed calendar was approved on a Commissioner Dave Sullivan motion, Commissioner Brent Perdue second on a 5-0-0 vote.
- KK. Director Bob Gedert provided an overview of the proposed Rules of Procedure that consisted of three documents: Rules of Procedure, Conflict of Interest and Recusal Rules for the Board Members, and Types of Motions. Robin Schneider, Texas Campaign for the Environment, asked the commission to postpone voting on the rules until the audit report is presented to the board. Ms. Schneider also spoke against the proposed rule not allowing citizen input on staff presentations, against the rule allowing the Commission Chair to limit the number of citizens addressing the board on an item, and against the rule not allowing time donations. The proposal to postpone the vote on the ZWAC Rules of Procedure until the December 2012 meeting passed on a Commissioner Dave Sullivan motion, Commissioner Cathy Gattuso second on a 5-0-0 vote.
- LL. Ms. Daniela Ochoa Gonzalez, Principal, Sustainable Urban Solutions, gave a presentation about the findings and recommendations of the Composting Rebate Program and asked the Commission for support of continuing educational efforts promoting composting pilot programs. Jessica



King, Austin Resource Recovery Strategic Initiatives Division Manager, informed on the Austin Resource Recovery's composting program run by Ms. Sylba Lauren of Austin Resource Recovery. ARR has a composting program in place and is already working on many of Ms. Ochoa's suggestions. ARR is working toward a voucher system to allow low-income families to participate in the composting program.

MM. Phil Tindall, Austin Resource Recovery Contract Compliance Manager, presented a proposal to authorize award and execution of a contract through Texas Procurement and Support Services Cooperative Purchasing Program (TPASS) Term Contract 450-A2, administered by the State of Texas Controller of Public Accounts (CPA), with TOTER INCORPORATED, Statesville, NC, for the purchase of residential trash carts and recycling carts in an amount not to exceed \$4,366,828.38. The proposal was approved on a Commissioner Brent Perdue motion, Commissioner Cathy Gattuso second on a 5-0-0 vote.

NN. Phil Tindall, ARR Contract Compliance Manager, presented a proposal to authorize award and execution of a contract with TOTER INCORPORATED, Statesville, NC, for the purchase of 2,800 24-gallon garbage carts in an amount not to exceed \$100,772. Toter Incorporated is the sole source provider for 24-gallon garbage carts. The proposal was approved on a Commissioner Dave Sullivan motion, Commissioner Faye Kazi second on a 5-0-0 vote.

OO. Cathy Gattuso presented a letter from the Sustainable Food Policy Board to the Mayor and City Council that asked Austin Resource Recovery to adopt policies that would help the City of Austin departments to implement the food hierarchy at City of Austin sponsored events. Director Bob Gedert spoke in support of the letter's recommendations. However Austin Resource Recovery is not able to engage in some of the proposed activities to the extent the letter proposed. The proposal to support of the letter was approved on a Commissioner Cathy Gattuso motion Commissioner Dave Sullivan second on a 5-0-0 vote.

PP. Woody Raine, Waste Diversion Planner Senior, provided a brief update on the Restaurant Composting Pilot Project. Robin Schneider, Texas Campaign for the Environment, asked a question about whether any of the food was diverted into food recovery rather than compost and if the frequency of the trash pickup was affected by composting. Aiden Cohen, Austin Resource Recovery Environmental Conservation Program Manager, stated that food diversion was not a part of the program. Frequency of pickup was a part of the adjustment of the capacity requirements and was incorporated into the cost of the service delivery.

QQ. Director Bob Gedert provided an overview of the proposed Rules of Procedure that consisted of three documents: Rules of Procedure, Conflict of Interest and Recusal Rules for the Board Members, and Types of Motions. Commissioner Sullivan expressed his concerns about the rule that does not let citizens address the board on the staff briefings, and the rule requiring citizens to sign up to address the Commission before the meeting is called to order.

Commissioner Sullivan also suggested extending the language under Process of Deliberation and Voting. Commissioner Sullivan motioned to approve the Rules of Procedure with a few amendments and Commissioner Kazi seconded the motion. Commissioner Sullivan proposed an amendment to item 3 encouraging rather than requiring the citizens to sign up to speak to the commission prior to the meeting being called to order, and allow to sign up until the discussion of the agenda item starts. The proposed amendment to item 8) d) of the Rules of Procedure consisted of adding the words “including amendments and subsidiary motions”. The amendments to items 3 and 8) d) were approved on a 4-0-0 vote. Commissioner Perdue proposed to discuss the rule about not allowing citizens to address the commission on staff briefings at the next regular meeting. Commissioner Sullivan seconded and the motion was approved on a 4-0-0 vote. The main motion as amended was approved on 4-0-0 vote.

RR. Phil Tindall, Austin Resource Recovery Contract Compliance Manager, presented a proposal to approve execution of a 48-month requirements supply agreement with UNIFIRST CORPORATION, for the rental of work uniforms, shop towels and cleaning services for Fleet Services, Austin Resource Recovery and Austin Water Utility Department, in an estimated amount not to exceed \$2,305,580 with one (1) 60 month extension option in an amount not to exceed \$2,881,975 for a total agreement amount not to exceed \$5,187,555. Commissioner Kazi asked about the delay of this item. Phil Tindall explained that the delay was caused by the lack of bidders; the deadline was extended to receive more bids, which delayed bringing the item forward. The proposal was approved on a Commissioner Kazi motion, Commissioner Perdue second on a 4-0-0 vote.

SS. Ann Hargrove, Austin Resource Recovery Planner, and Bob Gedert, Director, informed the commission of the demographic zone analysis conducted by the Austin Resource Recovery staff. Brent Perdue asked a question on data collection about the number of citizens using single-stream bins, and Commissioner Sullivan asked about the time periods for data collection.

**2. Determine if the board’s actions throughout the year comply with the mission statement.**

*(If any of the board’s actions were outside the scope of the mission statement, the report should explain the non-compliance issues.)*

ZWAC’s 2012 year were in full compliance with the mission statement.

**3. List the board’s goals and objectives for the new calendar year.**

*(Make sure the goals and objectives fall within the mission statement of the board/commission.)*

Reserved for discussion at February 2013 ZWAC meeting.