



Montgomery County Materials Recovery Facility

Aiming for Zero Waste: A Vision for Sustainable Materials Management in Montgomery County

Stakeholder Engagement Plan

Task 3 Memo

Montgomery County, Maryland

August 14, 2018

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1 Introduction

The Stakeholder Engagement Plan (SEP) has been developed by HDR working closely with Montgomery County and the Northeast Maryland Waste Disposal Authority, as part of the process to develop the Solid Waste Master Plan known as “Aiming for Zero Waste: A Vision for Sustainable Materials Management in Montgomery County¹.”

The purpose of the Master Plan is to develop a clear and realistic vision of Montgomery County’s (County) solid waste and recycling program and operations for 2025, 2030, 2035, 2040 and beyond, with the goal of maximizing waste reduction, reuse/repair, recycling and sustainable management of materials. The County aims to improve and sustain the quality of life for its residents by enhancing operations, recommending infrastructure changes as appropriate, improving solid waste materials management at County facilities; and enhancing the waste prevention and recycling programs. This Plan establishes the framework for future sustainable materials management by building on the best practices gleaned from other successful programs throughout the country.

As part of the Aiming for Zero Waste plan, the County will engage its key stakeholders, residents, businesses, community organizations, environmental groups, and haulers, collectively named as “stakeholders²”. The SEP outlines the County’s approach to stakeholder involvement. Timely updates and clear and consistent communication are key to successful public engagement.

The stakeholder engagement effort began at the onset of the Aiming for Zero Waste plan kickoff in June 2018 and will end in August 2019.

1.1 Background

The Montgomery County owns and operates an award-winning integrated solid waste management system. The management system includes waste reduction and education programs, trash and recycling collection programs, operation of a materials recycling facility (MRF), yard trim composting facility, waste-to-energy facility, contractual out-of-county landfilling, and maintenance of closed landfills.

In preparation for the update to the County’s existing State-mandated Comprehensive Solid Waste Management Plan (SWMP). The SWMP, approved by County Council in March 2015, is scheduled for a review and update at least once every three years. The results from this Master Plan will inform updates to the SWMP. It is anticipated that this strategic process will help inform and address some of the County’s pressing issues, including the need to reduce food waste, increase recycling, and further improve sustainable materials management.

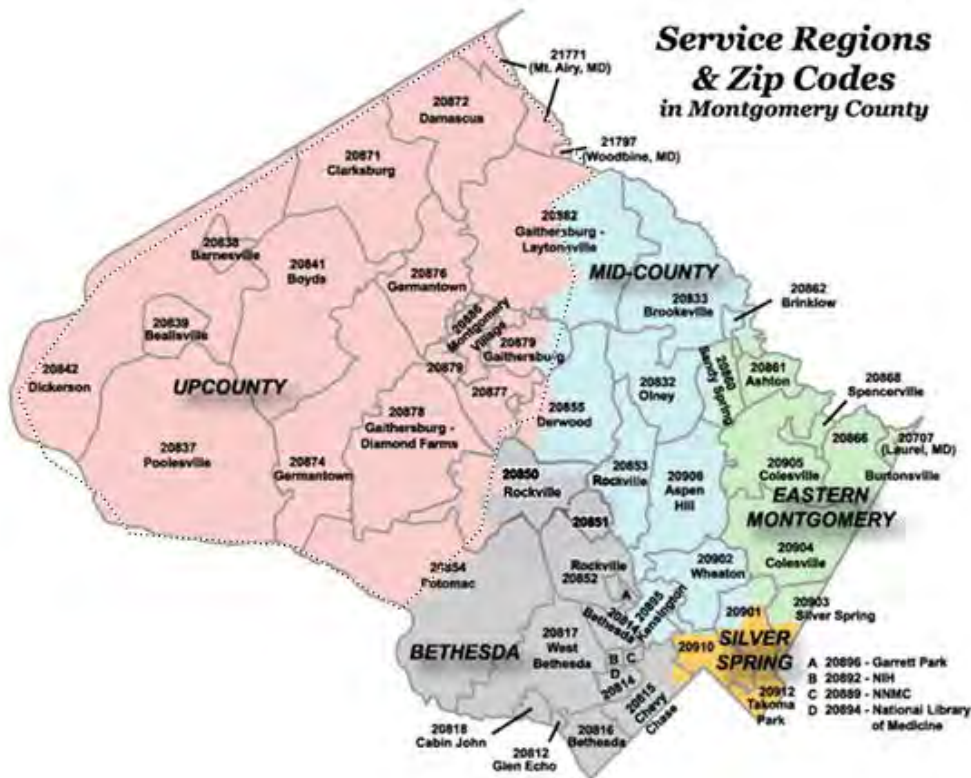
¹ In this document the following names are used interchangeably: Solid Waste Master Plan, Aiming for Zero Waste Plan and Plan.

² Stakeholders as defined by the Integrated Solid Waste System Strategic Plan Task Force: County residents, businesses, and institutions located in the County, and those with stake on the decisions and implications of the Aiming for Zero Waste Plan. The County may engage with industry and experts outside of the County to consult specific issues and to expand areas of expertise.

In 2016, the County achieved a Maryland Recycling Act (MRA) recycling rate of 55.01 percent³, second highest in the state trailing the lead County by just 0.5 percent. The County also achieved a waste diversion rate of 60.01 percent, which included a source reduction credit of 5 percent on top of the recycling rate. It is noteworthy that the County has achieved the State's voluntary recycling and waste diversion goals (55 percent and 60 percent respectively) that were to be achieved by 2020.

A consistent and transparent stakeholder coordination process is necessary to the successful development of this plan. The County may engage with industry and experts outside of the County to consult specific issues and to expand areas of expertise.

Figure 1 - Service Region in Montgomery County



³<http://mde.maryland.gov/programs/LAND/RecyclingandOperationsprogram/Documents/2016%20County%20Rates.pdf>

2 Outreach Objectives and Milestones

2.1 Objectives

Over a period of approximately fifteen (15) months, the DEP and Northeast Maryland Waste Disposal Authority (NMWDA) will work to develop the Aiming for Zero Waste plan, with the stated key objectives as follows:

- Develop a clear and realistic vision of the County's operations, and solid waste and recycling programs, with the goal of maximizing waste reduction, reuse/repair, recycling, and sustainable management of materials,
- Develop actionable strategies (with projected costs, timelines, and outcomes) to achieve this goal,
- Identify impacts on existing solid waste management programs, facilities and operations, including new investments, initiatives, and changes in methods of operations, and retiring or replacement of existing facilities to be implemented before 2040.

2.2 Key Milestones

The proposed schedule for the Aiming for Zero Waste plan development with key milestones are shown below in Figure 2. This schedule is subject to change as the project progresses.

3 Stakeholder Analysis

The practice of involving the public and other interested groups (stakeholders) in the planning phases of a project is important to achieving overall engagement goals. Stakeholders can be a project's best friend and champion or, if not engaged meaningfully, a challenge and frustrated roadblock.

Early in the planning process, it is necessary to identify key stakeholders to engage. A stakeholder contact database has been developed and will be updated throughout the Engagement Plan implementation period. It will serve as the primary contact clearinghouse for contact management and distribution list development. This database will serve as a tracking list for all outreach activities.

The contact database as of 7/26/2018 is provided in Appendix B.

4 Engagement Strategy

The following outreach methods will be used to notify the public of the Aiming for Zero Waste plan updates and outreach opportunities:

4.1 Branding

The County will use branding developed for the Aiming for Zero Waste plan. The County aspires to provide the best solid waste services in the nation meeting the needs of our diverse community. This vision is reflected in the logo and name pairing elements of waste reduction and diversion with images of a blue bin and organic material as features of a sustainable materials management program. The logo echoes the look and feel of the DEP logo through the use of rounded edges and a similar color palette to provide continuity with the DEP brand and the name create a fresh identity for the County's plan.

The final logo, name, and taglines are provided in Appendix C.

4.2 Website

Project material and information will be shared on a project website and will be updated monthly and at key milestones in the planning process. Website content will include reports, graphics, and pictures, as well as meeting agendas, handouts, boards, presentations, and reports. Links to join the mailing list, to provide comments and questions and to stay connected through social media will be available on the website. The County will record and draft and send responses to any comments submitted through an online platform.

For Title VI and LEP audiences, the website includes a language translation feature as well as tips on how to magnify the browser screen.

4.3 Survey

A Public Awareness Baseline Survey will be designed and developed at the start of the Aiming for Zero Waste plan development to engage with residents of Montgomery County. The survey will be posted on the website and will be shared using links and social media outreach to provide accessible opportunities for residents to provide feedback on a number of topics involving the Aiming for Zero Waste plan. The survey will remain live through the first set of public meetings.

HDR will use the Survey Monkey platform to produce the online survey tool and monitor responses. Parameters for the respondent to enter their zip code information are included so that the HDR team can monitor out-of-County input. The survey reports will be generated by HDR from the Survey Monkey platform. The County is responsible for advertising the survey availability.

4.4 Social Media

Social media will be used to enhance project and campaign communications as a platform for two-way communication and timely updates on a daily and weekly basis. The County's Twitter and Facebook account will be employed for updates about public input opportunities, the survey opportunity, and educational messages.

See Appendix A for specific protocol for social media management and tracking.

4.5 Public Meetings

Public information meetings will be held on the Aiming for Zero Waste plan at key milestones. These will include:

- Current State Assessment
- Improvements to the Current System, and
- Presentation of the final Master Plan.

Public Meetings will be open house format during which members of the public can visit display board stations to discuss project elements with members of the project team. Informational boards and handouts will be available for public review and consideration. These materials will also be made available on the project website.

The County will manage logistics and develop a meeting plan for each meeting. The HDR team will develop and print materials for each set of public meetings, to include poster boards, public comment cards, and meeting handouts. The County will manage all public notifications and outreach for the meetings, including advertisements on social media.

The public will have an opportunity during each meeting to provide their comments and feedback on comment cards. These cards will be available at any time during the open house and collected in a comment box until the close of the meeting. HDR will scan comments received during public meetings and provide a summary of these comments.

A meeting summary will be prepared within two weeks of each community public meeting. The summary will include number of meeting attendees, key stakeholders present, outreach methods, materials, media mentions, public comments cards, and staff notes. Along with the meeting materials, once complete, the meeting summaries will be provided to the County for approval and, once approved, to be shared on the County's website.

The following outreach methods will be used by the County to notify stakeholders of public meetings:

- Email Invitation – A series of emails will be distributed by the County to invite stakeholders to upcoming meetings. The first email will be sent three to four weeks in advance of the meeting; the second email

will be sent as a reminder several days before the meeting. Email recipients will be given an option to opt out if they no longer wish to receive meeting invitations. The email address will correspond to the County website URL.

- Social Media - As part of the overall social media plan, the County will use their Twitter and Facebook accounts to post meeting notifications, reminders to attend the meetings and reminders to provide feedback. The posts will include links to information and visuals whenever possible. The Engagement Team will make it clear that social media posts will not be part of the official public record.
- Website - Meeting details will be made available on the County website. Meeting materials and online comment forms will be posted for the public's convenience.
- Public Notice – The County will coordinate and implement public notifications of meetings.

5 Task Force Meetings

The County Executive has appointed a Task Force on County's Integrated Waste Strategic Plan to act in an advisory capacity on the Aiming for Zero Waste plan. The Task Force has been charged with working closely with the DEP throughout the strategic planning process to provide advice and guidance on how best to maximize waste reduction, reuse, recycling, and sustainable management of all materials across the entire integrated waste management system, including all programs, facilities, operations, initiatives, and services⁴. The Task Force will have several milestone checkpoints throughout the Aiming for Zero Waste development process to provide input their input and guidance. After each meeting, a meeting summary will be drafted by the County for upload to the website.

The Task Force follows the Maryland's Open Meetings Act⁵ and the Robert's Rules of Order. The meetings will be open to the public but not facilitated specially for them. The County will respond to comments, where applicable.

After each meeting, a meeting summary will be drafted by the Task Force's meeting secretary to be uploaded to the website once approved by the Task Force. These summaries will include meeting agenda, presentations, and meeting materials provided to Task Force members. At the initiation of the project, HDR met with the Task Force to describe the planning process, schedule, gather data, and to allow early and continued input throughout the planning process.

6 Key Messages

Key messages will be utilized in communication materials and by Engagement Team members to help explain the goals of the Aiming for Zero Waste plan, to convey plan details and to articulate the importance that public input will play in the process.

The following high-level key messages and supporting messages will be supplemented with facts and data points as they become available. Additional key messages will become necessary as the Aiming for Zero Waste plan progresses.

⁴<file:///F:/Montgomery%20County/Long%20Term%20Plan/County%20Executive%20Memo%2005302018%20creating%20Task%20Force.pdf>

⁵ <http://www.marylandattorneygeneral.gov/Pages/OpenGov/Openmeetings/default.aspx>

- The County aspires to provide the best solid waste services in the nation meeting the needs of our diverse community. The Aiming for Zero Waste plan will serve as the blueprint for the sustainable management of materials, including collection, processing and disposal both trash and recyclable materials in the County. The purpose is to prepare the County for future program development in anticipation of an update to the State-mandated Solid Waste Management Plan (SWMP).
- Our expert staff will consider forward-thinking solid waste and recycling programs in an effort to maximize waste reduction, reuse, recycle, and manage materials in a sustainable way. As part of this effort, we will evaluate our existing solid waste management programs, facilities and operations, and look into new investments, initiatives, and operations changes, including potentially retiring or replacing existing facilities.
- This vision will set the standard, creating actionable strategies to achieve sustainable materials management in Montgomery County and charts a path toward zero waste. We will invest rate payer's dollars wisely to provide continued materials management support and improved quality of life for residents. Through experienced staff and community support, we will keep our community and environment safe and clean and sustain it for future generations.

7 Media Relations

Media outreach is an important component of the Stakeholder Engagement Plan as it enables the County to reach a diverse and broad audience. In the County's efforts to coordinate with members of the public, the following tools will be implemented by the County for effective, widespread outreach and messaging.

Information provided to the media about the Aiming for Zero Waste plan development process will correspond with public involvement opportunities. All media coordination will be managed through the DEP Public Information Officer in accordance with County policy and procedure.

The County will relay information related to the Aiming for Zero Waste plan with the media using the following methods:

- Press Releases – Press releases will be used at key points during Aiming for Zero Waste to ensure the media understand the process. The County will distribute to its media distribution list. The content of these will be developed in coordination with the County and reviewed and approved and distributed by the DEP Public Information Officer.
- Media Advisories – Media advisories will be distributed prior to public meetings inviting the media to attend. The County will draft and distribute to their media distribution list through the DEP Public Information Officer.
- Media Monitoring – Google Analytics and Sprout Social will be used to capture online media coverage regarding the County and Aiming for Zero Waste plan development process. The County's PIO also monitors via Google News Alerts.
- Online Media Kit – For the convenience of the media, the County will provide the following online media kit materials on the project page, to include: press releases, Frequently Asked Questions, Aiming for Zero Waste graphics, and background on the Aiming for Zero Waste plan and related studies as



appropriate. Members of the media would then be able to download what information they need when they need it rather than making separate requests of the County.

8 Monitoring Outreach and Involvement

An Engagement Report document will be developed each month. These documents will include summaries from communication efforts and analytics from all online outreach. These summary documents will provide a snapshot of communication efforts and results, which will help determine the effectiveness of the communication program. The reports will also include outreach activities, written comments provided during public meetings, online comments provided through the website, social media hits via Sprout Social, and website viewer statistics from Google Analytics.

Data collected from Google Analytics and Sprout Social will also be used to measure how effective outreach activities are and what adjustments should be made over the course of the Aiming for Zero Waste plan.

At the conclusion of this project, all monthly reports, Task Force meeting summaries, and public meeting reports will be compiled into a final Engagement Report and shared publically.



APPENDIX A: Social Media Plan

Social media has the potential to greatly enhance public involvement, especially in information dissemination and participant feedback. Social media sites allow for easy sharing of information, networking across various social and professional groups, and add to the visibility and transparency of the County’s Aiming for Zero Waste plan.

The social media plan includes developing original content themes for Twitter and Facebook and ways to engage stakeholders and partners to provide information on their individual websites and social media platforms. Social media project activity will occur steadily throughout the planning process to update the public on the status of the plan and provide notification of upcoming events and opportunities to provide input.

Online Engagement Plan

Online content will inform the public and promote online conversation through the Aiming for Zero Waste development process, and will build upon the County’s successful online presence.

Facebook and Twitter are the tools recommended for the launch of the Aiming for Zero Waste plan social media presence.

Phase	Timing	Suggested Content Topics
Website Launch	August 2018	-Introduction of the Aiming for Zero Waste -Survey information -Public Meetings
Monthly Maintenance	Monthly	-Content updating County residents on Aiming for Zero Waste plan development progress -Information on waste management in Montgomery County -Photos from outreach events and County facilities -County responses to specific questions on the Aiming for Zero Waste plan

Content

For each post on different social media platforms, the same message will apply, however the text will be adjusted to meet content limitations.

Frequency

Post frequency is recommended to be once a week at minimum. Post frequency should increase with upcoming public meetings, or to support specific items like the survey.



Comment Response

The County will respond to comments posted on the County’s Twitter and Facebook page. This response will likely take place the same day.

Goals and Objectives

- Project awareness and engagement
- Sustain a social media presence for the Aiming for Zero Waste plan
- Monitor and enhance engagement with the Aiming for Zero Waste plan development
- Grow the County’s social media network

Channels

The Project will take advantage of the County’s existing follower base by posting through its Twitter and Facebook accounts.

Channel	URL
Twitter	https://twitter.com/TalkinTrashMC
Facebook	https://www.facebook.com/MCRecycles

Content Creation and Approval

- Monthly Aiming for Zero Waste plan online engagement content will be developed by HDR, and once approved, will be scheduled and posted by the County’s Web and Social Media Manager.
 - Draft content will include recommended promotion content for public meetings and survey.
 - Technical content will be approved by an HDR subject matter expert prior to distribution to the County.
 - Social media content will be developed by the County based on online engagement content provided by HDR.

Content Drivers

- Public meetings and events
- Baseline survey
- Project milestones



Aiming for Zero Waste



Topic Themes

- Project updates
- Public meetings / events
- “Materials Management Monday”
- “Trash Talk Tuesday”

Hashtags

- #Recycle
- #MoCo
- #TrashTalkTuesday
- #MaterialsManagementMonday
- #FactFriday
- #SolidWaste
- #AimingforZeroWaste

Visual Content

Graphics for recurring posts will be developed to support content. Graphics supporting special events such as public meetings will be developed to promote the meeting. Other graphics to support social media will be developed, as needed.



Engagement

Social media posts will engage with establish social media accounts in the region that relate to the objectives in the Aiming for Zero Waste plan including solid waste materials management, or recycling in general.

Table of Key Influencers

Channel	Name	Current # Followers*	Link
Twitter	Montgomery County MD	72.4k	https://twitter.com/MontgomeryCoMD
Facebook		6,828	https://www.facebook.com/montgomerycountynfo
Twitter	Anacostia Watershed Society	5,633	https://twitter.com/anacostiaws
Facebook		5,332	https://www.facebook.com/anacostiaws/
Twitter	Rock Creek Conservancy	2,038	https://twitter.com/LoveRockCreek
Facebook		2,271	https://www.facebook.com/rockcreekconservancy/
Twitter	Montgomery Parks	6,925	https://twitter.com/MontgomeryParks
Facebook		27k	https://www.facebook.com/MontgomeryParks
Twitter	Bethesda Magazine	11.2k	https://twitter.com/Bethesda_Mag
Facebook		10.9k	https://www.facebook.com/BethesdaMag/
Twitter	Bethesda Green	2,732	https://twitter.com/BethesdaGreen
Facebook		1,212	https://www.facebook.com/BethesdaGreen/
Facebook	Montgomery County MD Tourism	44k	https://www.facebook.com/VisitMoCo/
Twitter	Diane Lill	1,002	https://twitter.com/ANS_EE
Twitter	Pete Piringer	15k	https://twitter.com/mcfrsPIO

*As of 07/26/2018



Performance Indicators/Analytics

The Digital Communications Manager will generate reports once a month through Sprout Social, which will be included in the monthly engagement reports.

Metrics

- General:
 - Total followers
 - Follower growth
 - New followers
 - Profile visits
 - Tweets sent
 - Impressions
 - Engagements
 - Retweets
 - Clicks
 - Likes

- Demographics:
 - Gender
 - Age
 - Location of fans

APPENDIX B: Stakeholder Database

The following stakeholder database will be used to share the Aiming for Zero Waste plan content, including outreach and comment opportunities. The database included here is the version update as of July 25, 2018.

The database includes the following audiences:

- General Public
- Local, State, and Federal Elected Officials
- Community Groups
- Environmental Groups
- Agricultural Groups
- Non-Profit Organizations
- Municipalities and Communities

First Name	Last Name	Title	Organization
Margaret	Chasson	Member	Agriculture Committee, League of Women Voters
Patrick	Serfass	Executive Director	American Biogas Council
Lauren	Goldberg		Ample Harvest
Melissa	Pennington	Lead	Anaerobic Digestion Technical Team, U.S. EPA Reg 3
Ron	Wineholt		Apartment & Office Building Association
Nicola	Whiteman		Apartment and Office building Association of Metropolitan Washington- Maryland Advocacy
Ylrico	Alexander	General Manager	Bates Trucking
Bruce	Bates	President	Bates Trucking
Kim	Goddu		Bethesda Green
Veronique	Marier	Executive Director	Bethesda Green
Rachel	McDevitt	Communications Intern	Bethesda Green
Ken	Hartman	Director	Bethesda-Chevy Chase Regional Services Center
Hammett	Hough		Boyds Civic Association
Matthew A.	Snyder		Building Industry Association
Jim	Schulmann		Building Materials Reuse Association
Jason	Kuhn	Crossroads Café at Rio	Business & Industries Solutions, Sodexo
Ike	Leggett	County Executive (D)	County Elected Officials
Nancy	Floreen	At-Large (D)	County Elected Officials
George	Leventhal	At-Large (D)	County Elected Officials
Marc	Elrich	At-Large (D)	County Elected Officials



Hans	Reimer	At-Large (D)	County Elected Officials
Roger	Berliner	District 1 (D)	County Elected Officials
Craig	Rice	District 2 (D)	County Elected Officials
Sidney	Katz	District 3 (D)	County Elected Officials
Nancy	Navarro	District 4 (D)	County Elected Officials
Tom	Hucker	District 5 (D)	County Elected Officials
John	McCarthy	State's Attorney (D)	County Elected Officials
Barbara H.	Meiklejohn	Clerk of the Circuit Court (D)	County Elected Officials
Joseph M.	Griffin	Register of Wills (D)	County Elected Officials
Darren M.	Popkin	Sheriff (D)	County Elected Officials
Jill	Ortman-Fouse	At-Large	County Elected Officials
Jeanette	Dixon	At-Large	County Elected Officials
Judith	Docca	District 1	County Elected Officials
Rebecca	Smondrowski	District 2	County Elected Officials
Patricia	O'Neill	District 3	County Elected Officials
Shebra	Evans	District 4	County Elected Officials
Michael	Durso	District 5	County Elected Officials
Matthew	Post	Student Member of the Board	County Elected Officials
Sasha	Ernest	Maryland Regional Manager	Capital Area Food Bank
Sharon	McBeth	Retail Donations Coordinator	Capital Area Food Bank
Molly	McGlinchy	Food Resources Director	Capital Area Food Bank
Debra	Moser	Owner & Founder	Central Farm Markets
Tim	Whitehouse	Executive Director	Chesapeake Physicians for Social Responsibility
Oliver	Davidson	Member	Chevy Chase Village Energy & Environment Committee
Marea	Hatzios	Co-Chair	Chevy Chase Village Energy & Environment Committee
Andy	Leon Harney	Village Manager	Chevy Chase Village Section 3
Ashley	E. Kavanaugh	Village Manager	Chevy Chase Village Section 5
Tony	Tomasello	City Manager	City of Gaithersburg
Robert	DiSpirito	City Manager	City of Rockville
Nima	Upadhyay	Special Projects Coordinator	City of Takoma Park
Suzanne	R. Ludlow	City Manager	City of Takoma Park
Aimee	Winegar	Director	Community Association Services, Inc.
Cheryl	Kollin	Program Director	Community Food Rescue



Aiming for Zero Waste



Jeremy	Brosowsky		Compost Cab
Brian	Flores	Co-founder	Compost Crew
Ryan	Walter	Co-Founder	Compost Crew
Mark	Maier	Chair	DAFIG
Amy	Bachman	Director of Procurement and Sustainability	DC Central Kitchen
Joshua	Singer	Co-Director	DC Food Recovery Working Group
Chris	Peot	DC Water's Blue Plains Advanced Wastewater Treatment Plant	Dcwater
Koby	Arthur		Devoured Catering
Blake	Adams	Program Analyst	District of Columbia Department of Public Works, Office of Waste Diversion
Tierra	Robinson	Waste & Resource Recovery Branch	Division of Environmental Protection, NIH
Jewru	Bandeh	Director	East County Regional Services Center
Benny	Erez	Senior Technical Advisor	ECO City Farm
Eric	Schaeffer	Executive Director	EIP
Mike	Ewall	Founder and Executive Director	Energy Justice Network
Walker	Lunn	Founder	Envirelation
Stephanie	Lansing	Associate Professor	Environmental Science & Technology Department, University of Maryland
Jane	Briggs	Director	Facilities and Planning, Universities at Shady Grove
Amanda	Aparicio	Sustainability Coordinator	Facilities Management Division, Montgomery Parks
Mitch	Jones		Food and Water Watch
Anne	Palmer	Program Director	Food Communities & Public Health, Johns Hopkins Center for a Livable Future
Heather	Garlich	Senior Director	Food Marketing Institute
Laura	Abshire	Director, Sustainability	Food Waste Reduction Alliance, National Restaurant Association
Jennifer	Adkins		Fort Detrick Forest Glen Annex
Terry	McGowan	Director of Quality Assurance	Giant Food
Paul	Tukey	Chief Sustainability Officer	Glenstone Museum
Nicola	Whiteman	Senior Vice President	Government Affairs, Apartment and Office Building Association
Erica	Gordon	Vice President	Government Affairs, Hilton Hotels
Thomas	Maloney	Senior Director	Government and Public Affairs, Marriott Hotels



Aiming for Zero Waste



Roger	Lowe	Executive Vice President of Communications	Grocery Manufacturers Association
Jessica	Weiss	Executive Director	Growing Soul
Craig J.	Zucker	Senator (D) District 14	General Assembly
Anne R.	Kaiser	Delegate (D) District 14	General Assembly
Eric G.	Luedtke	Delegate (D) District 14	General Assembly
Pam	Queen	Delegate (D) District 14	General Assembly
Brain J.	Feldman	Senator (D) District 15	General Assembly
Kathleen M.	Dumais	Delegate (D) District 15	General Assembly
David V.	Fraser- Hidalgo	Delegate (D) District 15	General Assembly
Aruna	Miller	Delegate (D) District 15	General Assembly
Susan C.	Lee	Senator (D) District 16	General Assembly
William C.	Frick	Delegate (D) District 16	General Assembly
Ariana R.	Kelly	Delegate (D) District 16	General Assembly
Marc	Korman	Delegate (D) District 16	General Assembly
Cheryl C.	Kagan	Senator (D) District 17	General Assembly
Kumar P.	Barve	Delegate (D) District 17	General Assembly
Jim	Gilchrist	Delegate (D) District 17	General Assembly
Andrew	Platt	Delegate (D) District 17	General Assembly
Richard S.	Madaleno Jr.	Senator (D) District 18	General Assembly
Alfred C.	Carr Jr.	Delegate (D) District 18	General Assembly
Ana Sol	Gutierrez	Delegate (D) District 18	General Assembly
Jeffrey D.	Waldstreicher	Delegate (D) District 18	General Assembly
Roger	Mano	Senator (D) District 19	General Assembly



Aiming for Zero Waste



Bonnie	Cullison	Delegate (D) District 19	General Assembly
Benjamin F.	Kramer	Delegate (D) District 19	General Assembly
Marice	Morales	Delegate (D) District 19	General Assembly
William C.	Smith Jr.	Senator (D) District 20	General Assembly
Sheila E.	Hixson	Delegate (D) District 20	General Assembly
David	Moon	Delegate (D) District 20	General Assembly
Jheanelle K.	Wilkins	Delegate (D) District 20	General Assembly
Nancy J.	King	Senator (D) District 39	General Assembly
Charles	Barkley	Delegate (D) District 39	General Assembly
Kirill	Reznik	Delegate (D) District 39	General Assembly
Shane	Robinson	Delegate (D) District 39	General Assembly
Dawn	Reeves	Corporate Contact	Harris Teeter
Sladjana	Prozo		Harvest Power
Justin	Burch	Compliance and Product Development Manager	Harvest Power
Chuck	Schuster	Extension Education	Horticulture, University of Maryland Extension
Gemma	Evans	Recycling Coordinator	Howard County
Brenda	Platt	Co-Director	Institute for Local Self Reliance
Emily	Saba	Composting for Community Intern	Institute for Local Self Reliance
Carrie	Burns	Senior Project Coordinator	Johns Hopkins Center for a Livable Future
Elizabeth	Malone	Member Services Director	League of Women Voters Natural Resources Committee
Andrew	Shakman	President	LeanPath
Jackie	DeCarlo	Executive Director	Manna Food Center
Paul	Spies		Maryland Department of Commerce
Ben	Grumbles	Secretary	Maryland Department of Environment
Horacio	Tablada	Deputy Secretary	Maryland Department of Environment
Kaley	Laleker	Assistant Director	Maryland Department of the Environment, Land Management Administration



Aiming for Zero Waste



Tariq	Masood	Regulatory & Compliance Engineer	Maryland Department of the Environment, Land Management Administration
Eddie	Lukemire		Maryland Department of Transportation Headquarters
Amy	Crone	Executive Director	Maryland Farmers Market Association
Jane	Seigler	President	Maryland Horse Council
Hugo	Lam	Environmental Analyst IV	Maryland Motor Vehicle Administration
Peter	Houstle	Director	Maryland Recycling Network
Pamela	Metz Kasemeyer	Lobbyist	Maryland-Delaware Haulers Association
John	Nissel	Deputy Director of Operations for Montgomery Parks	Maryland-National Capital Park and Planning Commission
Steve	Dubik	Coordinator	Master Gardener Program of Montgomery County
Bob	Broom	Business Development	McGill Environmental Systems
Hilary	Miller	Director of Land and Materials Administration	Maryland Department of Environment
Kaley	Laleker	Assistant Director	Maryland Department of Environment
Adam	Diamond		MD-DC Compost Council
Bernard	Devlin	Community Engagement Coordinator	Metropolitan Washington Council of Governments
John	Snarr	Principal Planner/Technical Manager	Metropolitan Washington Council of Governments
Luisa	Montero	Director	MidCounty Regional Services Center
Christine	McGrew	Special Projects & Policy Manage	The Maryland-National Capital Park and Planning Commission (M-NCPPC)
Michelle	Nelson	Community Gardens Program Manager	M-NCPPC
Pamela	Dunn	Functional Planning & Policy	The Maryland-National Capital Park and Planning Commission (M-NCPPC)
Pat	Lynch	Community Garden Coordinator	M-NCPPC, Montgomery Parks
Joshua	Penn	Planner Coordinator	M-NCPPC, Planning Department
Alexandra	DySard	Environmental Coordinator & Partnership Manager	MOM's Organic Market
Heather	Warner	Store Manager	MOM's Organic Market
Maurice	McCambley	Director of Facilities	Montgomery College



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Heather	Bruskin	Executive Director	Montgomery Country Food Council
Caroline	Taylor	Executive Director	Montgomery Countryside Alliance
Tim	Firestine	Chief Administrative Officer	Montgomery County
Aliza	Fishbein	Non-Farmer Member	Montgomery County Agricultural Advisory Committee
Gigi	Goodwin		Montgomery County Chamber of Commerce
Jim	Zepp	President	Montgomery County Civic Federation
Keith	Ievchenko	Senior Legislative Analyst	Montgomery County Council
Betty	Denne	Librarian Assistant	Montgomery County Damascus Library
Susan	Kornacki	Sustainability Program	Montgomery County Department of Environmental Protection
Stan	Edwards	Division of Environmental Policy and Compliance	Montgomery County Department of Environmental Protection
Ann	English	Rainscapes Program Manager	Montgomery County Department of Environmental Protection
Steve	Martin	Division of Environmental Policy & Compliance	Montgomery County Department of Environmental Protection
Amy	Stevens		Montgomery County Department of Environmental Protection
Doug	Weisbueger	Sustainability Programs	Montgomery County Department of Environmental Protection
Leah	Miller	Team Member	Montgomery County Department of General Services, Office of Energy & Sustainability
Donald	Birnesser	Chief	Montgomery County Division of Solid Waste Services, Central Operations Section
Robin	Ennis	Chief	Montgomery County Division of Solid Waste Services, Collections Section
Mark	Hodge	Deputy Health Officer	Montgomery County Department of Health and Human Services
Clark	Beil	Senior Administrator	Montgomery County Department of Health and Human Services
Dan	McHugh	Manager	Montgomery County Department of Housing and Community Affairs
Diane	Jones	Director	Montgomery County Department of Permitting Services
Simin	Rasolee	Manager	Montgomery County Department of Permitting Services
Marilu	Enciso	Senior Planning Specialist	Montgomery County Division of Solid Waste Services



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David	Frank	Multi-Family Recycling Program Manager	Montgomery County Division of Solid Waste Services
Ray	Liou	Senior Engineer	Montgomery County Division of Solid Waste Services
Gabriela	Monzon-Reynolds	Business Recycling Program Manager	Montgomery County Division of Solid Waste Services
Anna	Wright	Summer Associate	Montgomery County Economic Development Corporation
Christy	Blake	Manager	Montgomery County Economic Development Corporation
Fariba	Kassiri	Assistant Chief Administrative Officer	Montgomery County Executive Office
Bonnie	Kirkland	Assistant Chief Administrative Officer	Montgomery County Executive Office
Walter	Weiss		Montgomery County Faith Alliance for Climate Solutions
Susan	Eisendrath	Co-Chair	Montgomery County Food Council
Wendy	Mackie	Co-Chair Food Council Food Recovery WG	Montgomery County Food Council/Business Communications
Mattie	Brodie		Montgomery County Government
Dan	Hoffman	Former Chief Innovation Officer	Montgomery County Innovations Office
Dina	Gordon		Montgomery County Lung Association
Sue	Kuklewicz	Youth Garden Coordinator	Montgomery County Master Gardeners
Jeremy	Criss	Director	Montgomery County Office of Agricultural Services
John	Zawitoski	Director of Planning and Promotions	Montgomery County Office of Agricultural Services
David	Plummer	Former District Manager	Montgomery County Office of Agriculture
Matt	Schaeffer	Budget Analyst	Montgomery County Office of Management & Budget
Marla	Caplon	Director	Division of Food and Nutrition Services, Montgomery County Public Schools
Rick	Brush	Chief	Division of Land Management, Montgomery County Department of Permitting Services
John	Meyer	Building Service manger	Montgomery County Public Schools
Keith	Miller	CEO	Montgomery County Revenue Authority
Dave	Sears	Chair	Montgomery County Sierra Club



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Sara	Ducey	Chair	Montgomery County Solid Waste Advisory Committee
Kelly	Doordan	Vice Chair	Montgomery County Solid Waste Advisory Committee
Sue	Bumpous	Member	Montgomery County Solid Waste Advisory Committee
Aaron	Hill	Member	Montgomery County Solid Waste Advisory Committee
Mark	Freedman	Member	Montgomery County Solid Waste Advisory Committee
Sara	Bixby	Member	Montgomery County Solid Waste Advisory Committee
Carol	Adair Jones	Member	Montgomery County Solid Waste Advisory Committee
Robert	Brown	Member	Montgomery County Solid Waste Advisory Committee
Brenda	Puley	Member	Montgomery County Solid Waste Advisory Committee
Mark	Symborski	Member	Montgomery County Solid Waste Advisory Committee and M-NCPPC
Jane	They	Founder and Chair	Montgomery Horse Council Stewardship Committee
Gwen	Wright	Planning Director	Montgomery Planning Organization
Carol	Rubin	Acting Deputy Director	Montgomery Planning Organization
James	Blackmon	Environmental Management Group	National Institute of Standards and Technology
Ed	Pfister		National Institutes of Health
John	Prom	Industrial Chemist	National Institutes of Health
Will	Freeman		National Oceanic and Atmospheric Administration
Jeff	Clark	Sustainability Liaison	National Restaurant Association
Linda	Silversmith	Member	Natural Resources Committee, League of Women Voters
John	Dedeian		Naval Support Activity Bethesda
Allison	Tjaden	Assistant Director	New Initiatives, University of Maryland
Doug	Alexander	President	Newspaper in Education (NIE) Institute
Brett	Meyers	Founder & Executive Director	Nourish Now
Art	Brodsky	Board Member	Nourish Now
Eric	Coffman	Chief	Office of Energy and Sustainability, Montgomery County Department of General Services
Terrilyn	Brooks	Associate County Attorney	Montgomery County, Office of the County Attorney



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Annie	White	Manager	Office of Waste Diversion, DC Public Works
Nicole	Villamizar	Chief	ORCR, OLEM, U.S. EPA
John	Hench	Chief	Park Planning & Stewardship Division, M-NCPPC, Montgomery Parks
Harold	Wiggins	President, Paterson Environmental Holdings, Inc.	Paterson Environmental Holdings, Inc.
Joyce	Breiner		Poolesville Green
Erin	Binns	Director	Poolesville HS Global Ecology Program
Adam	Ortiz	Director	Prince George's County Department of the Environment
Chris	Pilzer	Area Manager	Public Sector Solutions, Waste Management
Woody	Woodruff	Executive Director	Red Wiggler Farm
Susan	Wexler	Outreach Coordinator	Reducing Wasted Food/Channeling Food to Others
Chris	Cochran	Executive Director	ReFED
Noreene	Stehlik	Interested Citizen	Resident
Gina	Cawley	IT Manager	Roots Market
Larry	Hogan	Governor R	State Officials
Boyd K.	Rutherford	Governor R	State Officials
Peter	Franchot	Comptroller (D)	State Officials
Brian E.	Frosh	Attorney General (D)	State Officials
Ed	Wilson	Industrial/Operations Engineering Executive	Safeway
John	Bolduc		Salvation Army
Bill	Mena	Director of Auxiliary Services	Sandy Spring Friends School
Jill	Coutts	Teacher	Sherwood High School
Josh	Tulkin	Director	Sierra Club
Brian	Ditzler	Maryland Chapter Representative	Sierra Club Montgomery County
Reemberto	Rodriguez	Director	Silver Spring Regional Services Center
Richard	Bingham		Silver Spring Urban District
Judy	Stephenson		Small Business Navigator
Anna	Lourie	Community Relations Specialist	Sodexo
Judith	Newton	Member	Steering Committee, Olney Farmers Market
Pamela	Parker	Manager	Stormwater Facilities Maintenance Program, Montgomery County Department of Environmental Protection
Jane	Hunter	Member	Sugarloaf Citizens' Association
Beth	Daly	Former President	Sugarloaf Citizens' Association



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Ellen	Gordon	Board Member	Sugarloaf Citizens' Association
Lauren	Greenberger	President	Sugarloaf Citizens' Association
Meghan	Stasz	Consultant	Sustainability, Food Waste Reduction Alliance - GMA
Jim	Driscoll		The Climate Mobilization
David	Schneyer		The Sanctuary, Beallsville
Nick	Kozak	Facilities Management	The Universities at Shady Grove
Lisa	Fedders	Clerk/Treasurer	Town of Barnesville
Catherine	L. McDonald	Town Clerk	Town of Brookeville
Jana	Coe	Town Manager	Town of Chevy Chase
Todd	Hoffman	Town Manager	Town of Chevy Chase
Gene	Swearingen	Town Manager & Clerk-Treasurer	Town of Garrett Park
Stacey	Malmgren	Town Clerk/Treasurer	Town of Glen Echo
Sanford	W. Daily	Town Manager	Town of Kensington
Charlene	Dillinham	Town Clerk	Town of Laytonsville
Wade	Yost	Town Manager	Town of Poolesville
Richard	J. Charnovich	Town Manager & Clerk/Treasurer	Town of Somerset
Kathryn	L. Lehman	Town Clerk	Town of Washington Grove
Claire	Jordan	Advocacy and Outreach Manager	Trash Free Maryland
Ashley	Van Stone	Executive Director	Trash Free Maryland
Van	Hall		U.S. Army Adelphi Laboratory Center
Frank	Franciosi	Executive Director	U.S. Composting Council
Michael	Watkins	Facility Manager	U.S. Department of Energy
Robyn	Evans		U.S. Department of Health and Human Services
Elana	Goldstein	Sustainable Management of Food Specialist	U.S. EPA - ORCR
Marlene	Reddoor	Environmental Program Manager	U.S. EPA - ORCR
Laurie	Soloman	Environmental Protection Specialist	U.S. EPA - ORCR
Lana	Suarez	Lead for Sustainable Management of Food	U.S. EPA - ORCR
Luke	Wolfgang	Sustainability Coordinator	U.S. EPA Region 3
Mike	Giuranna	Solid Waste Specialist	U.S. EPA Region 3



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Tom	O'Donnell	Sustainability Partnership	U.S. EPA Region 3, Food Waste Challenge
Anne	Wenzel-Hull	Manager And Program Analyst	U.S. Food and Drug Administration
Miriam	Secunda	Safety and Occupational Health Manager	U.S. Food and Drug Administration
Jay	Collert		U.S. Food and Drug Administration
Alan	De		U.S. Nuclear Regulatory Commission
Regina	Cromwell	Senior Global Environmental Health and Safety Manager	U.S. Pharmacopeial Convention, Inc.
Nicholas	Breehl		U.S. Pharmacopeial Convention, Inc.
James	H.		U.S. Postal Service
Cordell	Proctor	CEO	Unity Disposal & Recycling
Bruce	Bates	President	Unity Disposal and Recycling, LLC
Gary	Felton	Composting Program and Resources	University of Maryland Extension
Catherine	Matthews	Director	UpCounty Regional Services Center
Dane	Bowker		US Naval Surface Warfare Center
Justen	Garrity	Founder	Veteran Compost
Julian	P. Mansfield	Village Manager	Village of Friendship Heights
Matthew	J. Trollinger	Village Manager	Village of Martin's Addition
Robert	Weesner	Village Manager	Village of North Chevy Chase
Rachel	Healy	Director, Office of Sustainability	Washington Metropolitan Area Transit Authority - METRO
Matthew	Krupp	Sustainability Program Manager	Washington Metropolitan Area Transit Authority - METRO
Susan	Rbinson	Director Public Affairs & Regulatory Issues	Waste Management
Keith	Lasoya	Owner	Waste Neutral
Jason	Wadsworth	Sustainability Manager	Wegmans
Maryanne	Berthel	Corporate Contact	Whole Foods
Joel	Flores		William F. Bolger Center for Leadership Development
Karyn	Riley	Intergovernmental Relations Manager	Wsscwater



**Aiming for
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APPENDIX C: Branding

The following is the Aiming for Zero Waste plan's logo concept that will be used on all internal and public facing documents.

Aiming for 0 Waste Logo Concept



Icon





**Aiming for
Zero Waste**



Full Logo



Full Logo with Tagline





Aiming for Zero Waste



Icon & Graphic Pattern





**Aiming for
Zero Waste**



Fonts for use in Microsoft

Arial Black

Arial Narrow Bold

Arial Bold

Arial Regular