

## **Committee Members**

Dave Sadoff, *Chair*  
Castro Valley Sanitary District  
Jennifer West, *Vice Chair*  
City of Emeryville  
Lena Tam, City of Alameda  
Keith Carson, Alameda County  
Peter Maass, City of Albany  
Don Biddle, City of Dublin  
Luis Freitas, City of Newark  
Dan Kalb, City of Oakland  
Laython Landis, Oro Loma Sanitary District  
Garrett Keating, City of Piedmont  
Pauline Cutter, City of San Leandro  
Lorin Ellis, City of Union City

## **AGENDA**

### **ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY MEETING OF THE PROGRAMS AND ADMINISTRATION COMMITTEE**

**Thursday, February 13, 2014  
9:00 A.M.**

**StopWaste Offices  
1537 Webster Street  
Oakland Ca 94612  
510-891-6500**

- 1. Convene Meeting**
- 2. Public Comments**

An opportunity is provided for any member of the public wishing to speak on any matter within the jurisdiction of the Programs & Administration Committee, but not listed on the agenda. Each speaker is limited to three minutes.
- 3. Approval of the Draft Minutes of December 12, 2013 (Gary Wolff) Action**
- 4. Proposed changes to the Human Resources Manual (Gary Wolff & Pat Cabrera) Action**

Staff recommends that the P&A committee review the revised Attachment A and recommend to the Authority Board to adopt and incorporate it into the Agency's Human Resources Manual. No other changes to the HR manual are being requested.
- 5. Regionalizing Bay Friendly Landscaping (Gary Wolff & Wendy Sommer) Action**

Staff recommends that the Recycling Board direct staff to prepare budget proposals for each of the next three years that implement this general approach to Regionalizing Bay Friendly work, and that both Committees recommend to the Waste Management Authority Board that it also endorse this approach at its meeting on February 26th. The budget proposals will be included in the overall agency budget proposal in each of the next three fiscal years.
- 6. Measuring Waste Diversion (Gary Wolff & Mark Spencer) Information**
- 7. Member Comments**
- 8. Adjournment**

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The Programs & Administration Committee is a Committee that contains more than a quorum of the Board. However, all items considered by the Committee requiring approval of the Board will be forwarded to the Board for consideration at a regularly noticed board meeting.

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**DRAFT**  
**ALAMEDA COUNTY WASTE  
MANAGEMENT AUTHORITY MEETING  
OF THE  
PROGRAMS AND ADMINISTRATION COMMITTEE**  
**MINUTES**

**Thursday, December 12, 2013**

**9:00 A.M.**

**StopWaste Offices  
1537 Webster Street  
Oakland CA 94612  
510-891-6500**

**Members Present:**

Peter Maass, City of Albany  
Dave Sadoff, Castro Valley Sanitary District  
Jennifer West, City of Emeryville  
Dan Kalb, City of Oakland (arrived 9:10 a.m.)  
Robert Marshall, City of Newark  
Laython Landis, Oro Loma Sanitary District  
Garrett Keating, City of Piedmont  
Jerry Pentin, City of Pleasanton  
Pauline Cutter, City of San Leandro  
Lorrin Ellis, City of Union City

**Members Absent:**

Keith Carson, Alameda County  
Lena Tam, City of Alameda

**Staff Present:**

Pat Cabrera, Administrative Services Director  
Tom Padia, Recycling Director  
Jeff Becerra, Communications Manager  
Arliss Dunn, Clerk of the Board

**1. Convene Meeting**

Dave Sadoff, Chair, called the meeting to order at 9:05 a.m.

**2. Public Comments**

There were none.

**3. Approval of the Draft Minutes of June 13, 2013 (Gary Wolff)**

**Action**

Ms. Cutter made the motion to approve the draft minutes of November 14, 2013. Ms. West seconded and the motion was carried 9-0 (Carson, Kalb, and Tam absent).

**4. Mid-Year Budget Adjustments (Gary Wolff & Jeff Becerra)**

**Action**

Staff recommends that the Recycling Board adopt the proposed mid-year budget revisions as they pertain to the Recycling Board's operations and as outlined in the attached resolution (Attachment A). Staff further recommends that the Programs and Administration Committee and the Planning and Organization Committee recommend to the Authority Board to adopt the proposed mid-year budget revisions as they pertain to the Authority Board's operations and as outlined in the attached

## **DRAFT**

draft resolution (Attachment B). Also included in this report as information only, is the draft resolution for the Energy Council which will be presented to the Council at the December 18, 2013 meeting.

Mr. Cabrera provided an overview of the staff report. The report is available here:

<http://www.stopwaste.org/docs/12-12-13-pa-midyear.pdf>

Mr. Pentin asked if the Energy Council was funded through grants. Ms. Cabrera affirmed. Ms. West inquired about the transfers from the organics reserves. Mr. Padia stated that the transfers were approved and used to provide consulting assistance to member agencies to evaluate feasibility for participating in Phase II of the mandatory ordinance with respect to adding organics to the list of covered materials. Ms. Cabrera added since the fund balance is growing staff is discussing replenishing some of the reserves.

Mr. Keating inquired if the contract balances presented are the actual amount of the contracts. Ms. Cabrera stated in some cases the contract amounts are increased and some are new contracts. However, they are all budgeted. Ms. West inquired about the \$50,000 and \$30,000 allocated to Waste Management and Republic services respectively. Mr. Becerra stated the funds are for customer service related to the benchmark fee.

Mr. Sadoff inquired about the \$192,000 of "pass through" monies for the Recycled Product Purchase Preference project. Ms. Cabrera stated the funding is through Measure D and is a mandated percentage allocated to the County to provide subsidies to purchase recycled content product. Ms. Cabrera added the fund balance is growing and the funds need to be disbursed either through the County or through grants to member agencies. Staff is reviewing options on how to disburse the available funds.

Mr. Pentin made the motion to approve the staff recommendation. Mr. Marshall seconded and the motion carried 10-0 (Carson and Tam absent).

### **5. 2014 Proposed Calendar of Meetings (Pat Cabrera)**

### **Action**

Recommendation that the P&A Committee adopt the attached Regular Meeting schedule for 2014.

Ms. West stated that she is pleased to see that the calendar does not conflict with Bike to Work Day.

Ms. Cutter made the motion to approve the staff recommendation. Ms. West seconded and the motion carried 10-0 (Carson and Tam absent).

### **6. Member Comments**

There were none.

### **7. Adjournment**

The meeting adjourned at 9:15 a.m.

February 6, 2014

**To:** Programs and Administration Committee

**From:** Gary Wolff, Executive Director  
Pat Cabrera, Administrative Services Director

**Subject:** Proposed changes to the Human Resources Manual

## BACKGROUND

On October 24, 2012 the Authority Board approved a new salary adjustment plan referred to as "Attachment A" (see Attachment 2 - Current Attachment A) and incorporated it into the Agency's Human Resources (HR) Manual [www.stopwaste.org/docs/adopted\\_hr\\_manual\\_2012.pdf](http://www.stopwaste.org/docs/adopted_hr_manual_2012.pdf). This plan changed how salary increases would be administered moving from the traditional annual "step increase" (assuming satisfactory performance) to a system where salary increases would be tied to performance. At the time this change was discussed with the Programs and Administration (P&A) Committee, some committee members were interested in an update once the system was fully implemented. The new system was implemented in conjunction with a new evaluation software program ("successfactors") in 2013. The review process consisted of an anonymous team review in the Spring of 2013 and an annual evaluation along with salary increase recommendations conducted in September 2013. Following the annual evaluation process the Executive Director met with employees to get their feedback. Based on this feedback, recommendations for revising the system were presented to employees at the January 8, 2014 all staff meeting as discussed below.

## DISCUSSION

The general consensus from staff was 1) the ten point rating system was too confusing, 2) the three pools that were originally designed to ensure that the lower paid staff were not placed at disadvantage with respect to sharing the salary pool, had the opposite effect (due to the most recent salary survey) and was particularly demoralizing, and 3) more frequent feedback and a more formalized approach for getting information from those that work more closely with staff than the program group leads was needed. There was also input from some staff that linking salary to performance was not motivating. However, based on the revised changes discussed at the all staff meeting, and a better understanding of the changed financial context for government agencies in recent years, there was willingness to continue with this approach, if amended.

Among the more significant changes, the revised Attachment A changes the evaluation system from a 0-10 rating to a 0-5 point rating, more clearly defines the criteria for scoring both work priorities and teamwork, and adopts a more systematized approach for the program group leads to get additional feedback during the evaluation process. It also provides for a formalized mid-year review for employees to get performance input from their team. In addition, while the three salary pools will be abolished, there is a safeguard in the salary plan that in general, limits the higher paid employees to a percentage cap that will not raise the sum of their average salaries by a larger percentage than for the remaining

employees. However, restrictions as to how large a salary increase can be, and how large the pool of raises can be (i.e., no more than the dollar amount that would be needed under a traditional system) remains the same.

#### **RECOMMENDATION**

Staff recommends that the P&A committee review the revised Attachment A and recommend to the Authority Board to adopt and incorporate it into the Agency's Human Resources Manual. No other changes to the HR manual are being requested.

Attachment 1: Revised Attachment A

Attachment 2: Current Attachment A

## Attachment A (revised)

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### Annual Salary Adjustment Plan

1. All pay increases will be scaled based on a quantitative performance evaluation, not time in grade.
2. This plan replaces automatic step increases. Salary increases will range between 0% and 150% of the average possible increase for employees. However, no salary will be more than the indexed 95<sup>th</sup> percentile of the employee's respective salary range for his/her classification. This ensures that StopWaste employees are never the highest paid employees in similar jobs for government agencies.
3. The Agency will not increase the average salary percentage for the higher salaried, approximately one-third (1/3) of the employment pool excluding the Executive Director (ED), by a larger percentage than the average salary percentage of the other approximately two-thirds (2/3s) of the employment pool, unless this restriction is inconsistent with direction of the Board (such as in the event of a future salary survey that shows that a different pattern of increases is appropriate). The positions in the "1/3" of the employment pool currently consist of the Chief Finance Officer, Senior Program Managers, Principal Program Managers, and Administrative Services Director (ASD) classifications. The remaining positions comprise the "2/3s" of the employment pool. Should any new classifications be established its place within the employment pool will be determined by its salary range, i.e.; if the salary range is at or higher than the salary range of the Chief Finance Officer, the position will be included in the "1/3" section of the employment pool and if the salary range is lower than the salary range of the Chief Finance Officer it will be included in the "2/3s" section of the employment pool.
4. The increases will typically take effect on October 1 of each year (some exceptions could apply for new hires). Increases up to the top of range at the time granted will become permanent, assuming at least continued satisfactory performance. Employees that go above the top of range in any given year will revert back to the top of range (prior to the increase) at the end of that evaluation period. All increases are subject to approval by the ED, based on his or her assessment of performance. Depending on the needs of the Agency an employee could instead opt for the time off equivalent to the value of the salary increase for that time frame only (i.e., the time off is for that evaluation cycle only and must be used prior to the next evaluation).
5. Salary increases will be determined by evaluating the outcome of the employee's pre-approved top priorities and the teamwork core competency.
6. The top priorities list will be prepared during the budget development process. These priorities will be clearly articulated in terms of measurable deliverables. Project leads will

initially work out the top priorities with everyone on their teams. Project team leads will then go to their Program Group meeting for review and initial approval of the priorities. The Executive Team (ED, ASD and the two Principal Program Managers), will review the program group results for consistency across the organization and final approval. However, any proposed changes will go back to the project team or program group before being finalized.

7. The “Top Priorities” scale will consist of a 0-5 rating system, where 0 implies a mandatory performance improvement plan and 5 implies work that fully satisfies all of the following criteria for “Top Priorities” review. The criteria for “Top Priorities” review are: a) completion of the priority b) quality of the work completed, c) complexity of the work relative to the skills of the person and job classification (this allows for judgments of complexity that reflect the fact that what is simple and relatively easy for one person might be complex and therefore very difficult for another), d) whether the work was on-time and within budget or not, and e) mitigating factors such as schedule or budget over-runs for reasons beyond the control of the person being reviewed. These five criteria will be the basis for a single score between 0-5 for each priority, based on the judgment of the reviewer, but reviewers are required to explain the score they provide using these and only these criteria. Given that the successfactors evaluation system requires a descriptor for each rating, the following scale provides a guideline for the reviewer. However, as outlined above, the reviewer must explain in the comment portion of the evaluation form the rationale for each score.

#### **TOP PRIORITIES SCALE**

Score	Description
0	Seldom satisfies any of the five criteria
1	Occasionally satisfies the five criteria
2	More than occasionally but inconsistently satisfies the five criteria.
3	Usually satisfies the five criteria.
4	Satisfies all of the five criteria.
5	Satisfies all of the five criteria, and was an example of superb performance that others in the organization are encouraged to emulate.

8. Teamwork is defined as effective communication and follow through on commitments to work colleagues, including completing all related administrative tasks and deliverables, thoroughly, accurately and on time, coordinating tasks and collaborating with team members, and assisting others whenever possible without undermining one's ability to get his/her own work done.



## TEAMWORK SCALE

Score	Description
0	Seldom satisfies any of the teamwork elements (as defined above).
1	Occasionally satisfies the teamwork elements.
2	More than occasionally but inconsistently satisfies the teamwork elements.
3	Usually satisfies the teamwork elements.
4	Satisfies all of the teamwork elements.
5	Satisfies all of the teamwork elements, and was an example of a superb team player that others in the organization are encouraged to emulate.

9. Completion of priorities and core competencies will be weighted (2/3 for completion of priorities and 1/3 for teamwork). Any final score above “0” should result in some type of pay increase (assuming there is funding available for salary increases). Any employee who receives a score of “0” on any item will be placed on a performance improvement plan. Any scores of “1” or “2” may also result in a performance improvement plan. Given this weighing component, fractional final scores will be allowed and will be used in the salary increase calculation if applicable.
10. In addition to the annual review there will also be a mid-year review in February/March. In general, these reviewers are comprised of the leads for the projects within which the priorities exist as well as other individuals (such as peers or admin staff) who work closely with the person being reviewed. Employees who have not completed their probationary period will not serve as reviewers. The reviewers will comment on both the top priorities and the teamwork core competency using the successfactors tool for the individual assigned to them. The reviewers will not be anonymous, and individuals will be able to comment on who is assigned to review him/her. These assignments will be developed by the ASD in consultation with the other Program Group (PG) leads\*. These reviewers will have an opportunity to submit comments in writing or be invited by the person who is being reviewed to a meeting with his/her PG lead. The PG leads will not submit written comments but will convey the results to the individual in a mandatory 1:1 meeting, as well as to provide any verbal input regarding the assessment. The ED will follow the process outlined above with respect to the PG leads.
11. Staff is also encouraged to use the “notes” and “badge” functions in the successfactors software. These functions will allow performance feedback to become an on-going function in addition to the mid-year and annual reviews.

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\* For mid- year and annual reviews the Program Group leads currently are Pat Cabrera, Wendy Sommer, Tom Padia and Karen Kho (for Energy Council staff only).

12. Annual performance reviews will be done in writing (using the successfactors tool) by the PG leads and will include an opportunity for a 1:1 with reviewed staff if s/he requests it. Individuals will submit self assessments on their performance with respect to their priorities and teamwork to the PG leads by the end of July.
13. The PG leads will begin their review process once they receive the self assessments. The PG leads may ask reviewers who work more directly with the individual being reviewed to participate in writing prior to finalizing an individual's performance review. Verbal input may also be requested by the PG leads. As outlined in item 12, the PG leads will conduct a 1:1 meeting with the individuals s/he is responsible for reviewing if requested and additional follow up with other reviewers may occur if necessary. Staff members can request that a particular individual be consulted about their work or be allowed to comment in writing. Based on the scores, the program group leaders will make recommended salary increases for employees within their group and submit to the ED by October 1st for initial final approval unless a later date is approved by the ED. The ED will follow this process with respect to the PG leads.
14. Salary increase recommendation will be based on individual scores from 0-5 divided by the average of all individual scores. That is, although individual scores allow some room for judgment, recommended salary increases will be strictly based on the relative score of each individual in comparison with the scores of other people (see Salary Calculation Example). This ranking will not be included in the employee's evaluation, however, the average score for the entire agency will be provided if requested.
15. The initially approved increases will be distributed to employees confidentially. Any employee may ask the ED to adjust their initially approved increase based on some specific rationale. However, if an adjustment is approved it shall not affect the salary adjustments for other employees.
16. Salary range adjustments will be incorporated into the budget every year unless the Board determines adequate funding is not available. The salary pool will consist of the difference between the employees' current salary, any adjustments to the salary ranges (either by the annual CPI or the results of a salary survey) up to the top of range for all job classifications including what funding increase in total would be available under the previous (traditional) "step increase" system. However, the salary pool will not include any funds related to the salaries of employees on probation (e.g., new hires, promotions, reclassifications). Employees on probation will participate in the review process, but will not be eligible for salary increases until the next salary adjustment cycle after they successfully complete their probationary period. As stated above, employees are eligible to receive an annual salary increase of zero not to exceed the lower of either the 95<sup>th</sup> percentile of their respective classification or 150% of the average available increase (see item 3 with respect to limits to the higher 1/3 of the employment pool). However, salary increases can be reduced or suspended by the Board at their discretion, during times of financial hardship.
17. The Agency will conduct a total compensation survey every three years to enable the Board to assess whether compensation remains competitive with the market. The Planning and

Administration Committee will be consulted in the survey development process to help determine salary range placements and other pertinent criteria. In the two years between the survey, salary ranges will be adjusted by the most currently available Consumer Price Index (CPI) - All Urban Consumers (San Francisco – Oakland- San Jose Area) as determined by the US Bureau of Labor Statistics (BLS), or a lesser amount if necessary to conform to the findings of the most recent total compensation survey. However, salary increases for employees will not be automatic even for cost of living adjustments (COLA). The Board will be asked to approve the salary ranges every year as part of the budget process. A new total compensation survey is expected to be conducted in the Spring of 2016.

18. The ED's contract currently states s/he will participate in a performance based compensation system, should one be adopted. The process for annual review by a committee is specified in the ED's contract, but commencing in 2013 the review committee shall also use this salary adjustment plan as guidance in making any recommendations to the full Board about changes in ED compensation. Such changes, if any, shall be subject to approval of the full WMA Board
19. Promotions will no longer be only "self initiated," but can also be recommended by the program group lead or a senior program manager based on changes in the individual's duties and the needs of the Agency. Concurrence by the ASD is required prior to submitting to the ED for final approval.

#### **Salary Calculation Example:**

Employee John Smith received a total score of 4 (on a scale of 0-5) for his FY 13/14 performance and the average of the score for employees was 3.5. Therefore he could receive 1.14 ( $4/3.5 = 1.14$ ) times the average percent budgeted for salaries (provided that this increase would not place him above the 95<sup>th</sup> percentile of his salary range or be greater than 150% of the average increase). If the average annualized increase was 3.0%; 114% of the average of the pool would be 3.42% ( $3.0\% \times 1.14 = 3.42\%$ ), which is less than 150% of the average of the pool ( $3.0\% \times 1.5 = 4.5\%$ ). If the increase placed him at or below the top of range at the time of the increase, he would retain that salary which would become the starting point for the next evaluation cycle. However if the increase placed him above the top of range at the time of the increase, his salary would revert back to no more than that top of range at the start of the next evaluation cycle.

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## Attachment A (current)

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### Annual Salary Adjustment Plan

- I. All pay increases will require at least satisfactory performance and will be scaled based on a quantitative performance evaluation, not time in grade (see section IX, below).
- II. This plan will replace the current automatic step increase. Salary increases will range between 0% and 150% of the average possible increase for the pool each employee is part of (see VIII, below). However, in no event will a salary become more than the indexed 95<sup>th</sup> percentile of the employee's respective salary range for his/her classification. This ensures that StopWaste employees are never the highest paid employees in similar jobs for government agencies. The increases will typically take effect on October 1 of each year. Increases up to the top of range at the time granted will become permanent, assuming at least continued satisfactory performance. Employees that go above the top of range in any given year will revert back to the top of range (prior to the increase) at the end of that evaluation period. All increases are subject to approval (or disapproval) by the ED, based on his or her assessment of performance. Depending on the needs of the Agency an employee could instead opt for the time off equivalent to the value of the salary increase for that time frame only (i.e., the time off is for that evaluation cycle only and must be used prior to the next evaluation).
- III. Salary increases will be determined by evaluating the outcome of the employee's pre- approved top priorities and the one core competency we use for this purpose (teamwork). Top priorities should be developed during the budget process and approved by the program group leads and the Review Panel. Teamwork is defined as: 1) effective communication and follow through on commitments to work colleagues, including completing all related administrative tasks and deliverables, thoroughly, accurately and on time, and 2) assisting others whenever possible without undermining one's ability to get their own work done. The employee's top priorities will be weighted to ensure that more complex and/or difficult priorities are given the appropriate value particularly when compared to more routine or/and simpler priorities. In addition, completion of priorities and core competencies will also be weighted (2/3 for completion of priorities and 1/3 for teamwork). However, less than satisfactory performance on any one priority or teamwork can lead to a score less than zero (see below).
- IV. Team assessments will continue to be part of a 360 performance review which will focus on job specific competencies. However, these assessments will take place in the spring, about six months removed from the performance assessments associated with salary increases. These assessments are designed to give candid and anonymous feedback on an individual's performance for the year and will have no consequence with respect to compensation. As such, all reviewers are required to give at least one "needs improvement" score to everyone they review since there is always room for improvement even if an individual's overall performance is exemplary.
- V. The teams will be expanded to include administrative staff and as appropriate, external contacts.
- VI. Salary increases will become effective on October 1st which will become the new anniversary dates (some exceptions could apply for new hires).
- VII. The Agency will conduct a total compensation survey every three years to enable the Board to assess whether compensation remains competitive with the market. In the two years between the survey, salary ranges will be adjusted by the most currently available Consumer Price Index (CPI) - All Urban Consumers (San Francisco – Oakland- San Jose Area) as determined by the US Bureau

of Labor Statistics (BLS), or a lesser amount if necessary to conform to the findings of the most recent total compensation survey. However, salary increases for employees will not be automatic even for cost of living adjustments (COLA). The Board will be asked to approve the salary ranges every year as part of the budget process. A new total compensation survey is expected to be conducted in the Spring of 2013 (the last survey was conducted in 2010).

- VIII. Salary range adjustments will be incorporated into the budget every year unless the Board determines adequate funding is not available. Employees will be divided into salary pools depending on their classification as shown in the table below. The pools will consist of the difference between the employees' current salary and any adjustments to the salary ranges (either by the annual CPI or the results of a salary survey) up to the top of range for all job classifications. As stated above, employees are eligible to receive an annual salary increase of zero not to exceed the lower of either the 95<sup>th</sup> percentile of their respective classification or 150% of the average available (not actual) increase of their salary pool. However, salary increases can be reduced or suspended by the Board at their discretion, during times of financial hardship.

The table below reflects the number of employees by salary pool that were eligible for pay increases at the time the current year (FY12/13) budget was adopted.

Name	Employee Grouping	No	Current average annualized pool
Pool 1	Admin Support/Specialists	9	2.43%
Pool 2	Program Manager I/II/Webmaster	13	3.57%
Pool 3	Principal/Senior Program Manager/CFO/ASD	12	2.63%
Pool 4	Executive Director	1	2.92% (average pool of all employees)

- IX. Promotions will no longer be only "self initiated," but can also be recommended by the program group lead or a senior program manager based on changes in the individual's duties and the needs of the Agency. Concurrence by the ASD is required prior to submitting to the ED for final approval.

Annual Salary Increase Evaluation Schedule, commencing in calendar year 2013. Note: the ED may use a modified version of the process below for fiscal year 12/13.

July 1

1. All self assessments due to the three program group leaders by July 15th (teamwork plus pre-approved top priorities for the previous year), other than program group leaders self-assessments, which are due to the ED by July 15th.
2. Program group leaders will, by September 1st:
  - a. Evaluate performance related to the individual's top priorities from the previous year, and each individual's teamwork.

- b. The leaders will review each other's rankings, to assist with the development of an overall score for each employee.
  - c. Program group leaders will seek feedback from
    - i. an individual's project lead as needed
    - ii. other program group leaders if the individual has significant hours in the other group
    - iii. program managers that directly supervise employees
  - d. In addition, the performance software system has a mechanism through the "notes" and "badge" function for tracking performance throughout the year. The software will allow performance feedback to become an on-going function of the way we work together, not just a once a year review based on memory.
- 3. The ED will directly review the program group leads by September 1st, but may (and likely will) solicit input from other staff.
- 4. The salary pool tied to the employee's job classification and salary range will determine the amount of increase that can be allotted which cannot exceed the 95<sup>th</sup> percentile of their respective classification or 150% above the average increase of the pool for each classification group, whichever is less (see example on the following page). The employee's final score based on his/her evaluation will correspond to the following increase:

#### SCORE DESCRIPTION AND SALARY INCREASE

- < 0 Fails to Meet Expectations: no increase and the development of a performance improvement plan
  - 0-10 Achieves or Exceeds Expectations: from 0% to 150% of the average of the pool not to exceed the 95<sup>th</sup> percentile of that particular salary range
- 5. Based on the scores, the program group leaders will make recommended increases for employees within their group and submit to the ED by September 15th for initial final approval. These recommendations will be based on individual scores from 0-10 divided by the average of all individual scores in each pool that are in the range of 0-10. That is, although individual scores allow some room for judgment, recommended salary increases will be strictly based on the relative score of each individual in comparison with the scores of other people in their pool.
- 6. The initially approved increases will be distributed to employees confidentially. Any employee may ask the ED to adjust their initially approved increase based on some specific rationale, and the ED may do so. However, any such adjustment shall not affect the salary adjustments for other employees.
- 7. The entire process will be completed by the 1st of October, unless a later date is approved by the ED.
- 8. The ED's contract currently states s/he will participate in a performance based compensation system, should one be adopted. The process for annual review by a committee is specified in the ED's contract, but commencing in 2013 the review committee shall also use this salary adjustment plan as guidance in making any recommendations to the full Board about changes in ED compensation. Such changes, if any, shall be subject to approval of the full WMA Board.
- 9. 360 reviews like the current ones (but adapted to the new Success Factors software) will be provided to the Clerk of the Board by their review team no later than the end of February. S/he will then distribute the entire set of reviews, anonymously, to each employee, by mid-February. These evaluations are designed to give the employee critical feedback, are anonymous and not tied to compensation. Reviewers are strongly encouraged to provide 'needs improvement' comments, since

even the highest performers can always improve in some way. However, any comments felt to be inappropriate (e.g., personal attacks, factual inaccuracies, etc.) should be brought to the attention of the ASD or ED.

Example: Employee John Smith received a total score of 8 (on a scale of 0-10) for his FY 11/12 performance and the average of the scores in his pool of 10 employees was 6. Therefore he could receive 1.33 ( $8/6 = 1.33$ ) times the average percent adjustment budgeted for his pool (provided that this increase would not place him above the 95<sup>th</sup> percentile of his salary range or was greater than 150% of the average of the pool). In this case, Mr. Smith was part of Pool 1 which had an average annualized increase of 2.43%; therefore 133% of the average of the pool would be 3.23% ( $2.43\% \times 1.33 = 3.23\%$ ), which is less than 150% of the average of the pool ( $2.43\% \times 1.5 = 3.65\%$ ). If the increase placed him at or below the top of range at the time of the increase, he would retain that salary which would become the starting point for the next evaluation cycle. However if the increase placed him above the top of range at the time of the increase, his salary would revert back to no more than that top of range at the start of the next evaluation cycle.



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**DATE:** February 5, 2014

**TO:** Programs and Administration (P&A) Committee  
Planning and Organization Committee (P&O)/ Recycling Board

**FROM:** Gary Wolff, Executive Director  
Wendy Sommer, Principal Program Manager

**SUBJECT:** Regionalizing Bay-Friendly Landscaping

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## **BACKGROUND**

For more than a decade, StopWaste has promoted sustainable landscape practices in Alameda County through its Bay-Friendly Landscaping and Gardening (Bay-Friendly) projects as part of its multiple benefits strategy for preventing landscape-related waste, building market demand for recycled compost and mulch, and producing economic, environmental and quality of life benefits for the County's residents and employers.

Under the leadership of StopWaste and the non-profit Bay-Friendly Coalition (Coalition), the Bay-Friendly approach has had considerable success and achievements, including:

- All Member Agencies have Bay-Friendly policies or ordinances for civic landscapes
- 11 cities in Alameda County require Bay-Friendly Basics practices for certain private-sector landscapes
- 15 Member Agencies have 237 Bay-Friendly Qualified Professionals on staff with the City of Oakland qualifying 100% of their full time landscaping employees
- Awarded two Prop. 84/Department of Water Resources grants (\$430,000) to implement professional training and homeowner education
- Over 60 projects covering 222 acres have earned the Bay-Friendly Rated Landscape certification
- Over 1,200 trained Bay-Friendly Qualified Professionals
- 7,000 home gardeners participated in Bay-Friendly workshops
- 7 nurseries in Alameda County label plants as Bay-Friendly and 3 offer sheet mulch packages for lawn conversion
- Listed as Best Management Practice for landscaping by SF Bay Municipal Regional Stormwater Control Permit
- Bay-Friendly principles are endorsed by 27 public agencies, water districts and nonprofits

A timeline and complete list of accomplishments are included in Attachment 1.

In 2009, the Agency adopted a countywide Plant Debris Landfill Ban, ending the voluntary focus around source separation of plant debris. In 2010, the Board adopted the Agency's Strategic Plan, which identified that the best role for our organization as ensuring that high quality sustainability filters with a solid waste reduction impact (such as the Bay-Friendly Rated Landscape system and score card) are implemented in Alameda County through partner organizations. The Strategic Plan also called for a planning decision about future funding of our efforts to regionalize the Bay Friendly approach (in order to achieve greater scale and impact) beginning in FY2014-15.

## **DISCUSSION**

With the plant debris ban, and infrastructure in place at the Coalition, to carry forward some Bay-Friendly work (trainings, workshops, rated landscapes), StopWaste can reduce its efforts to regionalize Bay-Friendly. Going forward, staff suggests that StopWaste invest more narrowly in sustainable landscaping activities that support our Strategic Plan Product Decision targets (e.g., local recycled content mulch and compost, alternatives to pesticides and other household hazardous wastes), and Member Agencies' needs for technical assistance, training and grants.

This shift would substantially reduce the budget for the Regionalizing Bay-Friendly project (1140), while keeping us in a position to continue influencing policies, standards and programs that affect our county. The current FY budget for Regionalizing Bay-Friendly is \$479,000. Our proposed approach will reduce this down to approximately \$125,000 in FY2014-15. (There is no assurance that our overall core budget will decline by this amount. That depends on the budgets for other projects -- which are being developed now -- and how we assign staff among projects.)

This shift in work has two parts: (1) local implementation with the Coalition, and (2) regional/statewide policy and standards coordination with a proposed Sustainable Landscape Council (see Attachment 2).

### **1. Local Implementation of Sustainable Landscape Activities**

We recommend that StopWaste:

- Continue to sponsor the Coalition at \$25,000 per year, the same rate at which StopWaste sponsors Build It Green
- Continue serving on the Coalition's Board of Directors
- Enter into professional services agreements with the Coalition as necessary to implement Bay-Friendly programs in Alameda County that support our member agencies, including professional trainings, home gardener workshops, and rated landscapes administration. (funds for these agreements, when necessary, will come from another, existing project: Technical Assistance & Services).
- Continue partnering with the Coalition on implementation of grants to us or the Coalition, including serving as fiscal agent for two current Proposition 84 grants and pursuing new

funding opportunities. There are hundreds of millions of dollars of state and federal funds available in the next few years for efforts that reduce outdoor water use and strengthen climate change resiliency.

## 2. Regional and Statewide Coordination of Policies and Standards

A new non-profit organization, the Sustainable Landscape Council (SLC), is being formed to maintain and advance strategies and standards for resource-efficient landscaping based on the Bay-Friendly principles. A number of small, local nonprofit organizations such as the Bay-Friendly Landscaping & Gardening Coalition, Surfrider Foundation's Ocean-Friendly Gardens program, and EcoLandscape California/River-Friendly have been attempting to address the environmental opportunities and challenges of landscapes. Acting independently, however, they haven't had the capacity, funding or clout to create rapid or persistent change. The SLC will serve as a statewide umbrella organization that will provide standards and tools that are broadly consistent across the state yet are flexible enough to accommodate regional/local differences.

We recommend that StopWaste:

- Help launch the Sustainable Landscape Council, by providing seed funding for the SLC's first three years (\$50,000 in year 1, \$25,000 in years 2 and 3). This funding would be included in the Regionalizing Bay Friendly project budget (that is, the \$50,000 in year 1 is part of the estimated \$125,000 budget estimate stated above).

*Why should StopWaste help launch the Sustainable Landscape Council?*

- **To keep waste prevention front and center.** Without StopWaste continuing to play a leadership role in promoting sustainable landscapes, it's likely that waste prevention will take a back seat to other organization's agendas. As a key funder of SLC, StopWaste will have leverage to ensure that waste prevention remains a core practice of sustainable landscaping.
- **To uphold credibility.** Under StopWaste's leadership, the Bay-Friendly program established practical, effective standards for sustainable landscapes that have been embraced by public agencies, landscape professionals, property owners and residents in Alameda County and beyond. The SLC will work to ensure that the core principles of these standards do not get watered down.
- **To continue stimulating supply and demand for local green jobs.** There are now more than 1,200 landscape design, construction and maintenance professionals who have been trained to the Bay-Friendly standard. The SLC will leverage StopWaste's efforts in Alameda County by continuing to create robust demand for the services of sustainable landscape professionals and by serving as a statewide credentialing body to provide quality assurance for workforce training programs.

In summary, we recommend a three year 'conceptual commitment' from the Boards to continue our efforts in regionalizing Bay-Friendly with the following estimated budgets:

FY 2014/15 - \$125,000; FY 2015/16 - \$100,000; FY 2016/17 - \$100,000. The Regionalizing Bay Friendly work has been supported in the past by both the Waste Management Authority and the Recycling Board, but it is possible the Regionalizing effort will be supported exclusively by one of the Boards in some future years depending on other budget considerations.

The Product Decisions reserve currently contains about \$205,000. That reserve was established specifically to support Product Decisions projects which might be able to obtain significant external funding support, which is likely to be the case for both the efforts of the Coalition and the SLC. Consequently, this approach will require about \$120,000 of funding from operating revenue over the next three years.

### **RECOMMENDATION**

Staff recommends that the Recycling Board direct staff to prepare budget proposals for each of the next three years that implement this general approach to Regionalizing Bay Friendly work, and that both Committees recommend to the Waste Management Authority Board that it also endorse this approach at its meeting on February 26th. The budget proposals will be included in the overall agency budget proposal in each of the next three fiscal years.

## ATTACHMENT 1

### Bay-Friendly Accomplishments 2002–2013

#### **MEMBER AGENCY HIGHLIGHTS**

- All 17 Member Agencies have Bay-Friendly policies or ordinances for civic landscapes
- 11 cities require Bay-Friendly Basics for new construction landscapes requiring a permit (90% compliance)
- Developed a Bay-Friendly version of the Model Water Efficiency Landscape Ordinance for use by Member Agencies
- Plant debris is banned from landfill
- 15 Member Agencies have Bay-Friendly Qualified Professionals on staff
- 100% of Oakland’s full-time landscape maintenance employees (94) are Bay-Friendly Qualified
- 63 Bay-Friendly Rated Landscape projects in Alameda County encompass 222 acres (48 projects completed; 15 pending)

#### **WORKFORCE DEVELOPMENT HIGHLIGHTS**

- 1,100+ Bay-Friendly Qualified Professionals in Bay Area include:
  - 236 Member Agency staff
  - 460+ private sector professionals in Alameda County
- 4% of all private sector landscapers and landscape architects in the Bay Area are Bay-Friendly Qualified<sup>1</sup>
- Bay-Friendly Qualified Professionals influence the management of about 94,000 acres (146 square miles) in Alameda County, including:
  - 60,000+ acres of public parks
  - 34,000 acres of private property

This represents 20% of Alameda County and 13% of urban land in the Bay Area.<sup>2</sup>

- 19,000 Bay-Friendly Landscape Guidelines have been distributed

#### **BAY-FRIENDLY PROGRAM HISTORY**

2013	Trained Professionals Tops 1,100 10 <sup>th</sup> Annual BF Garden Tour
2012	11 Cities Adopt Bay-Friendly Basics for Permitted Landscapes
2011	First School Garden Tour
2010	Plant Debris Landfill Ban
2009	Bay-Friendly Coalition regional nonprofit founded First Design Training
2008	All Member Agencies Adopt BF Civic Policies Bay-Friendly Coalition Founded
2007	First Maintenance Training
2005	First Bay-Friendly Rated Landscape First Bay-Friendly Registered School Garden
2004	First Gardening Guide & Tour
2003	Landscape Guidelines Established
2002	Bay-Friendly Program Founded by StopWaste

<sup>1</sup> According to the US Census Bureau, the Bay Area has 21,000 private sector landscape professionals (landscape architects and landscapers). More than 850 are Bay-Friendly Qualified. In Alameda County, there are 5,115 private sector landscapers (not including landscape architects). About 220 (4.3%) are Bay-Friendly Qualified.

<sup>2</sup> StopWaste surveys found that Bay-Friendly Qualified Professionals influence the management of about 67 acres on average. Data on size of Alameda County public parks, and urban and total land area are from ABAG.

## ***EDUCATION HIGHLIGHTS—RESIDENTS***

- 14,000 people attended Bay-Friendly Garden Tours over 10 years
- 300 people registered their gardens as Bay-Friendly
- 20,000 Gardening Guides have been distributed in Alameda County
- 7,000 people participated in Bay-Friendly workshops
- 300 people attended Lose Your Lawn talks
- The how-to sheet mulch slideshow has been viewed 25,000 times
- 10 nurseries in Alameda County have labeled plants as Bay-Friendly
- 100+ sheet mulch packages have been sold for lawn conversion by three nurseries in Alameda County

## ***EDUCATION HIGHLIGHTS—SCHOOLS***

- 700 sixth-grade students participated in the Bay-Friendly Student Action Project, teaching their families about sheet-mulching and less-toxic pest alternatives
- 130 school garden coordinators, teachers and parents attended BF School Garden Tours
- 45 school gardens registered as Bay-Friendly
- 18,000+ square feet of bare ground and lawn at schools in Alameda County were sheet mulched and converted to Bay-Friendly Gardens by students
- \$75,000 of Prop. 84 grant funding was awarded to StopWaste and Oakland Unified School District for Bay-Friendly Schoolyard Project

## ***REGIONALIZING BAY-FRIENDLY HIGHLIGHTS***

- Bay-Friendly Coalition provides training and education in 7 counties
- 4 counties have Bay-Friendly Rated Landscapes
- \$430,000 of Prop. 84 grant funding was awarded to StopWaste and Bay-Friendly Coalition
- 27 Bay Area local governments, water districts, and nonprofits have endorsed the 7 principles of Bay-Friendly
- 2 regions have adapted and reprinted the Bay-Friendly Landscape Guidelines (*Russian River Friendly Landscape Guidelines* and the *Sacramento-area River Friendly Landscape Guidelines*), and a third region, Monterey, is interested in doing the same

### **THE RIPPLE EFFECT: ORGANIZATIONS THAT ENDORSE BAY-FRIENDLY PRINCIPLES**

Many public agencies and nonprofit and educational organizations have joined ACWMA, its Member Agencies and the Bay-Friendly Coalition in endorsing the principles of Bay-Friendly Landscaping, including:

- Alameda County Water District
- Alameda County Clean Water Program
- American Society of Landscape Architects, Northern CA Chapter
- Association of Bay Area Governments
- California Academy of Sciences
- California Invasive Plant Council
- Cities of El Cerrito, Palo Alto, San Francisco, San Jose, San Pablo
- Dublin San Ramon Services District
- East Bay Municipal Utility District
- Ecology Center
- Marin Municipal Water District
- North Marin Water District
- San Francisco Public Utilities Commission
- San Francisco Estuary Project
- Santa Clara County
- Sustainable Conservation
- The Watershed Project
- University of California Agriculture and Natural Resources Department
- University of California Cooperative Extension Urban Horticulture Dept.
- Zone 7 Alameda County Flood Control and Water Conservation District

- U.S. EPA’s website includes *Bay-Friendly Landscape Rating Manual* in their GreenScape Resources ([www.epa.gov/waste/conserve/tools/greenscapes/pubs.htm](http://www.epa.gov/waste/conserve/tools/greenscapes/pubs.htm))
- GreenPoint Rated landscape criteria is based on Bay-Friendly
- Bay-Friendly Landscaping is designated as Best Management Practice by SF Bay Regional Water Quality Control Board

## Estimated Impacts in Alameda County

It’s impossible to precisely quantify the cumulative environmental, economic and quality of life impacts of the Bay-Friendly program over the past 10 years. But we can put numbers to some of the efforts; for example, data provided by Member Agencies on their Bay-Friendly Rated Landscapes allows us to quantify results. We can also roughly estimate the impacts of Bay-Friendly Qualified Professionals in Alameda County. Survey responses indicate that they each influence the management of about 67 acres, on average. The benefits below are based on an estimate that Bay-Friendly Qualified Professionals are able to implement Bay-Friendly practices on one acre of irrigated planting area on average.

BENEFIT	BAY-FRIENDLY RATED LANDSCAPES	BAY-FRIENDLY QUALIFIED PROFESSIONALS
GHG emissions avoided <sup>3</sup>	3,070 MTCO2E	An estimated 58,300 MTCO2E
	<u>Equivalent to the annual GHG emissions from:</u>	
	<i>618 cars, or 1,112 tons of waste sent to the landfill</i>	<i>12,146 cars or 21,835 tons of waste sent to the landfill</i>
Water saved <sup>4</sup>	29.3 million gallons (90 acre-feet)	310 million gallons (952acre-feet)
Area sheet mulched	22 acres	N/A
Plant debris prevented through sheet mulching existing lawns	416 tons	N/A
Compost and mulch used	10,176 tons	N/A
Waste diverted from landfill	233,000 tons	N/A

<sup>3</sup> Bay-Friendly practices such as using compost and mulch reduce fertilizer, pesticide and water use and increase soil carbon storage, resulting in 53 MTCO2E of avoided emissions per acre. Calculations based on emissions reduction data from David Edwards, California Air Resources Board (2010). This is estimating that each graduate is able to implement Bay-Friendly practices on at least one acre of irrigated landscape. Surveys of graduates indicate that they influence the management of 67 acres on average.

<sup>4</sup> Based on conservative estimate of 50% water savings due to Bay-Friendly practices. Actual range of water savings is 30–95%.

## ATTACHMENT 2

### Sustainable Landscape Council

**The Goal:** Transform landscape design, construction and maintenance practices to rapidly produce substantial water and energy savings, reduce waste, prevent pollution, and strengthen regional climate change resiliency.

**The Idea:** Create a new statewide nonprofit organization that establishes and advances policies, standards and strategies that result in resource-efficient, climate-adaptive landscapes.

**The Problem:** Proven, cost-effective strategies exist today that can dramatically reduce the impacts of landscaping practices on water use, greenhouse gas emissions, and water and air quality, and that can provide an array of associated economic, environmental and quality of life benefits. However, uptake of these strategies has been slow due to a combination of factors, including piecemeal regulations, inconsistent or conflicting standards, limited awareness of best practices, and a general tendency for policymakers to focus on the impacts of buildings rather than landscapes.

A number of small, local nonprofit organizations such as the Bay-Friendly Landscaping & Gardening Coalition, Surfrider Foundation's Ocean-Friendly Gardens program, and EcoLandscape California have been attempting to address the environmental opportunities and challenges of landscapes. Acting independently, however, they haven't had the capacity, funding or clout to create rapid or persistent change.

**The Opportunities:** A statewide umbrella organization could establish and advance policies, standards and strategies for regional and local implementation by NGOs, public agencies, water agencies and landscape professionals.

**The Approach:** The Sustainable Landscape Council will establish, maintain and promote strategies for resource-efficient landscaping in the public, commercial, institutional and residential sectors. The SLC will maintain a set of sustainable landscape educational and outreach tools that are broadly consistent

#### California's Landscape Industry and the Potential Benefits of Sustainable Standards & Strategies

**Landscape industry size:** \$17 billion/yr

**# people employed:** 160,000

**Water used:** 2.5 billion acre-feet/yr

→ Potential reduction: >50%

**Pesticide use:** 1.7 million lbs/yr

→ Potential reduction: Up to 100%

**Synthetic fertilizer use:** 2.7 million tons/yr

→ Potential reduction: Up to 100%

**GHG emissions:**

→ Bay-Friendly practices have potential to reduce GHGs by 54 MTCO<sub>2</sub>E/acre

**Stormwater pollution:** 34% of stormwater samples from landscape areas are moderately or highly toxic

→ Potential improvement: Zero to low toxicity achievable

**Economic cost of invasive species:** \$2.4 billion/yr

→ Potential benefit: Bay-Friendly standard prohibits planting invasive species

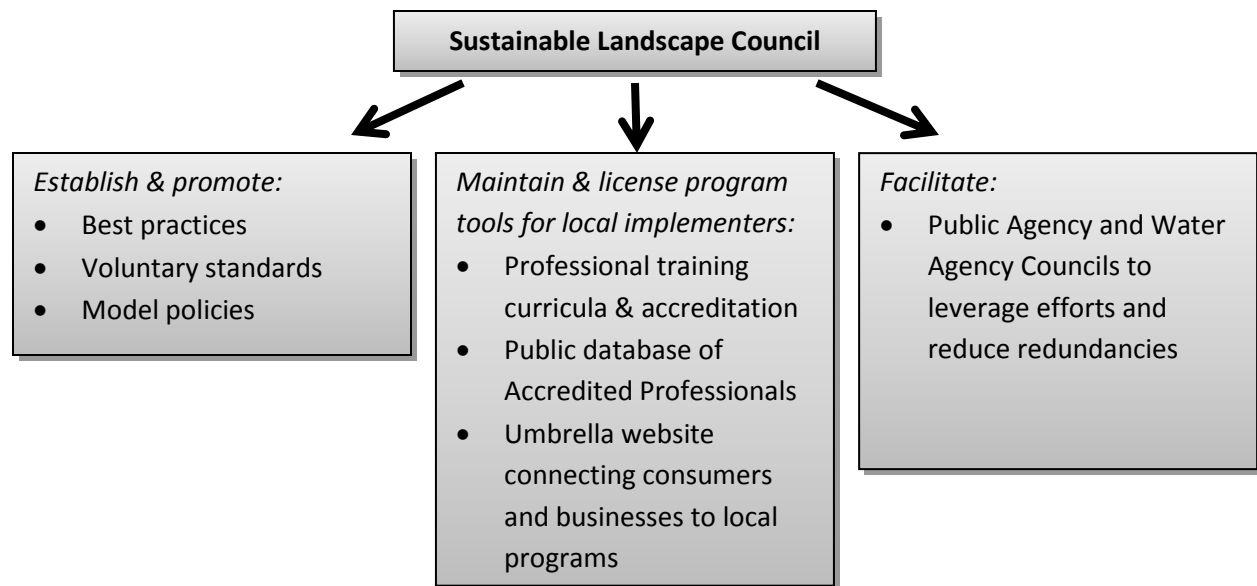
**Amount of plant debris sent to landfill:** 2.7 million tons/yr

→ Potential reduction: Up to 100%



across the state yet are flexible enough to accommodate regional differences in economic, cultural and environmental conditions.

The SLC would license use of these tools to organizations that can deliver local programs including professional trainings, outreach and education for commercial property owners, home gardeners, partnerships with local landscaping businesses, and more.



**Operations:** SLC will be a nimble, lean organization consisting of a part-time Executive Director working under the direction of a seven-member Board of Directors. Annual operating expenses will be in the \$50,000 to \$90,000 range. Revenue sources include licensing and membership fees, sponsorships and grants.

**Members:**

- Nonprofit organizations that implement local landscape-related programs such as Bay-Friendly Coalition, Surfrider Foundation/Ocean-Friendly Gardens program, Eco Landscape California/River-Friendly Landscaping, California Center for Urban Horticulture, and Ecology Action/Monterey-Friendly Landscaping
- Public agencies and water suppliers interested in collaborative efforts to deliver landscape water efficiency and climate adaptation programs, and shape sustainable landscape policy

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**Date:** February 5, 2014

**To:** Programs and Administration (P&A) Committee  
Planning and Organization (P&O) Committee/ Recycling Board

**From:** Gary Wolff, Executive Director  
Mark Spencer, Senior Program Manager

**Subject:** Measuring Waste Diversion

**BACKGROUND**

We cannot know if we are making progress at reducing waste unless we have an effective diversion measurement system. This memo summarizes some of the key information associated with measurement of waste diversion in California and Alameda County, but is not a comprehensive review of that topic. Instead, it provides a context for the recently mailed results of the newly implemented Benchmark Information Service, and offers an opportunity for board members and others to suggest improvements in the diversion measurements we perform.

**DISCUSSION**

The memo contains three subsections: disposed tons landfilled, diversion per the California state method, and 'good stuff in the garbage' -- our strategic plan approach to measurement.

**Disposed Tons Landfilled**

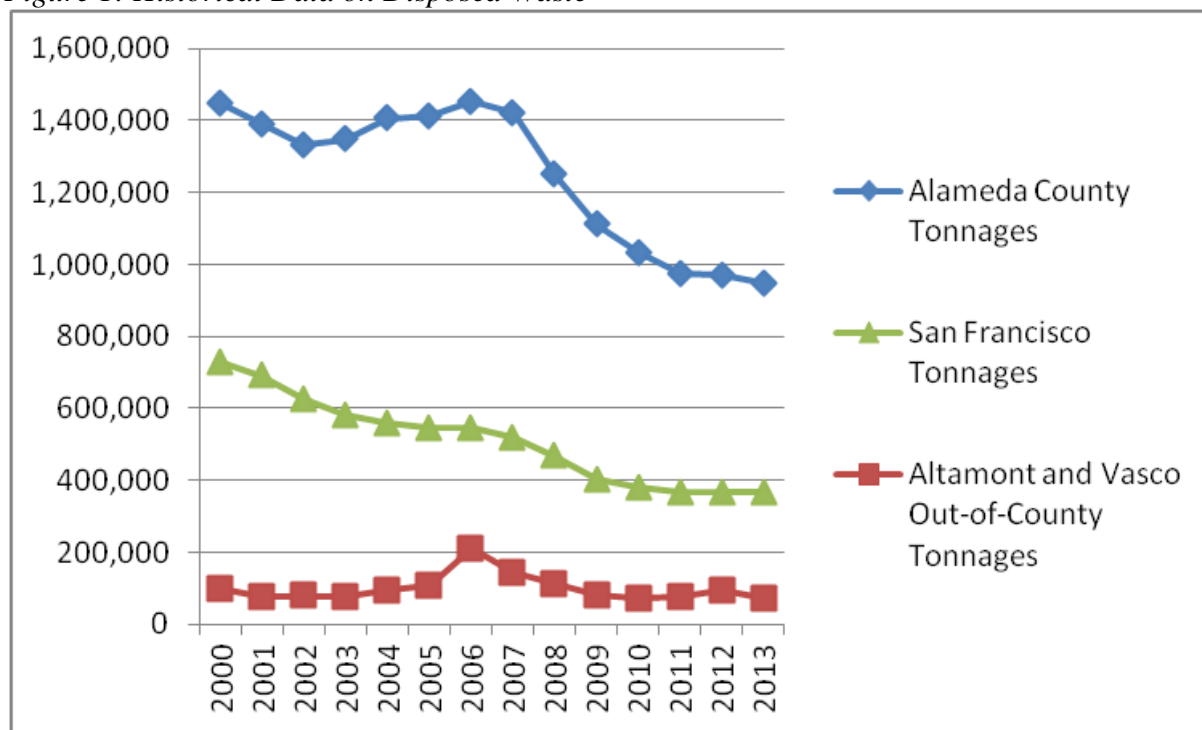
The simplest way to look at diversion from landfill is to look at how many tons have been landfilled each year over time. Figure 1 presents the annual data since 2000 for disposed waste originating in Alameda County, disposed waste originating in San Francisco County (but landfilled in Alameda County), and disposed waste from out-of-county locations other than San Francisco.

Figure 1 is a crude measure of diversion success since it is not adjusted for growth in population or the economy, which historically have pushed landfilled tonnages upward. But downward movement despite these factors means that diversion is increasing. For example, Alameda County disposed waste tonnages declined 8% from 2010 through 2013. There was a much larger decline from 2006 through 2010 (29%), but the economy contracted sharply in 2008 and 2009, so the decline is not necessarily a sign of diversion success. Still, because the decline began before the economic contraction, and has not reversed with economic recovery, it is clear that diversion programs are having some significant positive impact in Alameda County, at least since 2006.

By comparison, the tonnage histories for disposed waste from out of County, both from San Francisco and other areas (mostly San Ramon and self-haul from southern Contra Costa County

and western San Joaquin County) are flat in the last few years. Economic recovery could be entirely offsetting the impact of diversion programs in those areas of waste origin, or diversion programs in those areas have not diverted many new tons in recent years.

*Figure 1: Historical Data on Disposed Waste*



### **Diversion per the California Method**

California developed a diversion calculation method in the early 1990s in order to determine whether municipalities achieved the state mandated diversion goals of 25% by 1995 and 50% by 2000. The method was changed twice subsequently; once to exclude so-called beneficial reuse materials from being counted as disposed waste, and later to eliminate an adjustment formula based on changes in retail sales tax (a proxy for economic growth). The California method is a type of 'disposal-based accounting' because it is based on tons landfilled and a base year 'magic number' that we will not explain here. It does not measure tons recycled, composted or otherwise diverted from landfill disposal.

The tons landfilled by jurisdiction are obtained from the state Disposal Reporting System (DRS), whose many weaknesses and inaccuracies have been discussed with the Boards previously. Still, as Table 1 shows, the method seems to be capable of identifying increases in diversion over sufficiently long periods of time. But over shorter periods of time, the numbers are unreliable due to errors in measurement or reporting of tons landfilled. For example, the Piedmont and San Leandro percentages in recent years definitely include significant reporting errors that we have been unable to resolve. Consequently, the overall countywide diversion percentage for 2012 (72%) is not a reliable measurement of diversion in Alameda County, and is therefore also not a reliable guide for improvement of our diversion programs.

*Table 1: Historical Diversion Percentages per the State Method, Alameda County Jurisdictions*

	1990	1995	2000	2005	2010	2011	2012
Alameda County Area	10	56	65	60	67	76%	72%
Alameda	15	48	65	68	75	72%	76%
Albany	20	42	62	70	83	79%	84%
Berkeley	18	41	49	53	76	74%	73%
Dublin	12	26	54	55	75	73%	76%
Emeryville	10	51	48	64	77	65%	70%
Fremont	19	49	62	63	74	73%	72%
Hayward	9	41	52	62	67	71%	72%
Livermore	4	26	50	63	73	74%	77%
Newark	15	27	53	62	69	72%	73%
Oakland	11	27	52	58	65	65%	66%
Piedmont	25	47	63	64	75	69%	71%
Pleasanton	15	28	48	53	71	73%	70%
San Leandro	10	34	51	59	69	77%	62%
Union City	11	49	61	62	77	75%	77%

[Note that under state law, the Alameda County Area is reported rather than the Castro Valley and Oro Loma Sanitary Districts, whose tonnages are allocated among the County and the Cities of Hayward and San Leandro for state reporting purposes.]

### **Good Stuff in the Garbage -- Our Strategic Plan Approach**

We began countywide measurements implementing this strategic approach in 2011, the first year after adoption of the strategic plan in 2010. By 'good stuff' we mean recyclable and compostable materials that are accepted in the recycling and composting programs already in operation in our member agencies. About 900 garbage samples were taken from single family residences, selected randomly countywide. However, the samples were part of the Ready, Set, Recycle Contest; and as such, randomly selected routes were chosen first (prior to choosing random garbage carts from those routes). The selected routes were notified 4-6 weeks in advance of random cart sampling that 'the Contest is coming,' and that public recognition and small prizes would be awarded to the best recycling households. The advance notice included hang tags on all garbage carts on the chosen routes, and social and conventional media outreach. Results from the 2011 Ready, Set, Recycle Contest were presented publicly during development of the proposal for a benchmark information service in the spring of 2012, and are summarized again below.

The Contest continued in 2012 and 2013, but with fewer samples in total (about 600) and without advance notice as to where samples might be taken. The samples were spread among single-family, multi-family, and commercial accounts, in order to help us design a larger scale sampling program covering these three sectors. Beginning in July of 2013, sampling under the benchmark service was integrated with sampling for the Ready, Set, Recycle Contest.

Benchmark samples were taken from 2,295 single family residences and 1,134 commercial accounts in 2013. Between 100 and 150 residential samples were taken in each jurisdiction and an additional 150 samples were taken in Oakland due to its size and heterogeneity. The

commercial account samples taken by the study were stratified by member jurisdiction population and further divided into 9 categories: General Retail, Grocery, Industrial and Light Manufacturing, Office Professional, Restaurant, School, Shared Office, Shipping and Receiving and Strip mall/Shared Retail. These sample sizes enable us to reliably detect, with 95% confidence, changes greater than 4.8% in residential garbage percent composition and changes greater than 7.0% in commercial account categories. Multi-family and single family residential accounts did not seem to differ statistically in their waste composition based on around 150 multi-family samples taken in 2012, but we intend to take an additional 500 multi-family samples before July 1, 2014 to verify that result.

The weighted average of “percent good stuff in the garbage” for residential accounts in Alameda County in 2013 was 31.6%, a dramatic decline from the nearly 60% level of good stuff found in residential garbage in the 2008 Waste Characterization Study. The 2011 single family data found 41.3% good stuff in the garbage, and the 2012 single family samples found 38.1% good stuff in the garbage. We can conclude with 95% confidence based on these data that good stuff in single family garbage declined from 2011 to 2012, and again from 2012 to 2013.

The improvement from 2011 to 2013 was driven by across the board reductions in good stuff in the garbage regardless of cart size (20, 32, 64, or 96 gallon). So our discard management message -- don't put recyclable or compostable materials in the garbage -- is clearly being heard. Furthermore, our 2013 residential good stuff in the garbage percentage (31.6%) is better than the best practice reported in the recent SAIC five-year programmatic audit done for the Recycling Board (37% good stuff in the garbage in Boulder Colorado in 2011).

With respect to our year 2020 diversion objective of less than 10% good stuff in the garbage, progress is not so clear. In 2011, 17% of samples contained less than 10% good stuff; but in 2013 only 12% did. This may be the result of the advance outreach in 2011 described above. Knowing that the Ready, Set, Recycle contest is coming to your neighborhood specifically in the next 4-6 weeks is more motivating than knowing it might come to your neighborhood sometime during the year. Still, there is overall convergence among households toward having lower percentages of good stuff in the garbage: 48% of samples in 2011 had more than 40% good stuff in the garbage, but only 22% had more than 40% good stuff in the garbage in 2013.

We can't make the same comparisons for commercial accounts because we can't calculate the weighted average percentage of good stuff in commercial garbage in 2013. That is because we don't know what percentage of commercial waste is from the categories we sampled, such as restaurants or light manufacturing. Without knowing the percentage of commercial waste in each category sampled, we can't calculate a weighted average of commercial waste overall. We intend to address this issue in 2014. Casual inspection of the 2013 commercial data as compared with about 60% good stuff in the garbage in 2008 suggests that there has been progress since 2008, but not as much as in the residential sector.

## **Next Steps**

The benchmark samples in 2014 will continue the same sampling intensity for single family residences and commercial accounts, but will also gather data from about 500 multi-family accounts. The sorting protocol may also be refined to provide more information about opportunities for organics reduction and possibly reusable transport packaging at shipping and

receiving facilities. For example, sorting compostable materials into food scraps and food contaminated paper may help to explain some of the variation in compostable materials between residential communities or between business categories. And that in turn should help us to improve the effectiveness of our and member agency diversion programs. Similarly, understanding the composition of garbage at shipping and receiving facilities may help increase the reach and effectiveness of our reusable transport packaging work by identifying specific facilities or types of facilities that have greater opportunities to implement reusable transport packaging.

Other ideas about how to make future sampling even more useful are welcome.

### **RECOMMENDATION**

None, this memo is for information only.