

WMA, P&O/RB Board and Energy Council (EC) Members

Pauline Cutter, **WMA & EC President**

San Leandro, WMA, EC

Jerry Pentin, **WMA 1st Vice President**

Pleasanton, WMA, RB

Dan Kalb, **WMA 2nd Vice President & EC 1st Vice President**

Oakland, WMA, EC

Greg Jones, Hayward, **EC 2nd Vice President**

WMA, EC, RB

Daniel O'Donnell, **RB President**

Environmental Organization, RB

Tim Rood, **RB 1st Vice President**

Piedmont, WMA, EC, RB

Toni Stein, **RB 2nd Vice President**

Environmental Educator, RB

Keith Carson, Alameda County, WMA, EC

Trish Spencer, City of Alameda, WMA, EC

Peter Maass, Albany, WMA, EC, RB

Susan Wengraf, Berkeley, WMA, EC

Dave Sadoff, Castro Valley Sanitary District, WMA

Don Biddle, Dublin, WMA, EC

Dianne Martinez, Emeryville, WMA, EC

Suzanne Lee Chan, Fremont, WMA, EC

Laureen Turner, Livermore, WMA

Luis Freitas, Newark, WMA, EC

Shelia Young, Oro Loma Sanitary District, WMA

Lorrian Ellis, Union City, WMA, EC, RB

Adan Alonzo, Recycling Programs, RB

Michael Peltz, Solid Waste Industry Representative, RB

Steve Sherman, Source Reduction Specialist, RB

Minna Tao, Recycling Materials Processing Industry, RB

AGENDA

**JOINT MEETING OF THE
ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY
(WMA) BOARD,
THE ENERGY COUNCIL (EC), AND
THE SOURCE REDUCTION AND RECYLING BOARD (RB)**

Wednesday, April 22, 2015

3:00 P.M.

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

Meeting is wheelchair accessible. Sign language interpreter may be available upon five (5) days notice by calling 510-891-6500. Members of the public wanting to add an item to a future agenda may contact 510-891-6500.

I. CALL TO ORDER (WMA, EC & RB)

II. ROLL CALL (WMA, EC, & RB)

III. ANNOUNCEMENTS BY THE PRESIDENTS

(Members are asked to please advise the boards or the council if you might need to leave before action items are completed)

Page IV. CONSENT CALENDAR (WMA, EC & RB)

- | | | |
|----|---|--------------------|
| 1 | 1. Approval of the Draft Minutes of March 25, 2015
(WMA & EC-Separate Votes) (Gary Wolff) | Action |
| 7 | 2. Legislative Positions for 2015 (WMA Only) (Gary Wolff & Debra Kaufman)
Staff requests that the WMA Board adopt the positions outlined in the memo for the April 9 th , 2015 Committees. | Action |
| 9 | 3. Recycling Board Attendance Record (RB only) (Gary Wolff & Wendy Sommer)
This item is for information only. | Information |
| 11 | 4. Written Report of Ex Parte Communications (RB only) (Gary Wolff & Wendy Sommer)
This item is for information only. | Information |
| 13 | 5. Minutes of the March 17, 2015 Technical Advisory Group (TAG)
(EC only) (Gary Wolff & Wendy Sommer)
This item is for information only. | Information |

V. OPEN PUBLIC DISCUSSION (WMA, EC & RB)

An opportunity is provided for any member of the public wishing to speak on any matter within the jurisdiction of the boards or council, but not listed on the agenda. Total time limit of 30 minutes with each speaker limited to three minutes.

VI. REGULAR CALENDAR (WMA, EC & RB)

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|--|--|--------------------|
| 17 | <p>1. Alameda County Integrated Waste Management Plan (ColWMP) Amendment Ordinance 2015-02: Hayward Transfer Station CDI facility (WMA only) (Gary Wolff & Debra Kaufman)</p> <p>It is recommended that the Authority waive the requirement to read the full text of the Ordinance, and adopt Ordinance 2015-02.</p> | Action |
| 41 | <p>2. Proposed FY 2015/16 Budget (WMA, EC & RB) (Gary Wolff & Pat Cabrera)</p> <p>This item is for information only.</p> <p>3. Interim appointment(s) to the Recycling Board for WMA appointee unable to attend future Board Meeting(s) (WMA only)</p> <p>(P&O and Recycling Board meeting, May 14th at 7:00 pm – Hayward City Hall, Conf. Rm C, 1st Floor, 777 B Street, Hayward, CA)</p> | Information |
| <p>VII. COMMUNICATIONS/MEMBER COMMENTS (WMA, EC & RB)</p> | | Information |
| <p>VIII. ADJOURNMENT (RB only)</p> | | |
| <p>IX. CLOSED SESSION (WMA only)</p> <p>Pursuant to Government Code Section 54957.6
CONFERENCE WITH LABOR NEGOTIATOR
Agency Designated Representatives: Board Members Biddle, Cutter, Kalb, Pentin
Unrepresented Employee: Executive Director
(confidential materials mailed separately)</p> | | |
| <p>X. OPEN SESSION (WMA only)</p> <p>Consideration of possible amendment to Executive Director's Contract
(President Cutter, WMA only, if appropriate)</p> | | |
| <p>XI. CLOSED SESSION (WMA only)</p> <p>Pursuant to Government Code Section: 54957.6(a)
CONFERENCE WITH LABOR NEGOTIATOR
Agency Negotiator: Gary Wolff
Employee Organization: Unrepresented employees (all Agency employees; position titles available upon request)
(confidential materials mailed separately)</p> | | |
| <p>XII. CLOSED SESSION (WMA only)</p> <p>Pursuant to Government Code Section 54957
PUBLIC EMPLOYEE PERFORMANCE EVALUATION
Title: Authority Counsel
(confidential materials mailed separately)</p> | | |
| <p>XIII. ADJOURNMENT (WMA & EC)</p> | | |

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**MINUTES OF THE MEETING OF THE
ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY BOARD (WMA)
AND
THE ENERGY COUNCIL (EC)**

Wednesday, March 25, 2015

3:00 p.m.

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

I. CALL TO ORDER

President Pauline Cutter (WMA & EC), called the meeting to order at 3:00 p.m.

II. ROLL CALL

WMA & EC

County of Alameda	Keith Carson, WMA, EC (left 3:50 pm)
City of Alameda	Trish Spencer, WMA, EC
City of Albany	Peter Maass, WMA, EC
City of Berkeley	Susan Wengraf, WMA, EC (left 4:30 pm)
City of Dublin	Don Biddle, WMA, EC
City of Emeryville	Dianne Martinez, WMA, EC
City of Fremont	Suzanne Lee Chan, WMA, EC
City of Hayward	Greg Jones, WMA, EC
City of Livermore	Laureen Turner, WMA (left 4:30 pm)
City of Newark	Luis Freitas, WMA, EC (left 4:15 pm)
City of Oakland	Dan Kalb, WMA, EC
Oro Loma Sanitary District	Shelia Young, WMA (left 4:50 pm)
City of Piedmont	Tim Rood, WMA, EC
City of Pleasanton	Jerry Pentin, WMA (left 4:50 pm)
City of San Leandro	Pauline Cutter, WMA, EC
City of Union City	Lorin Ellis, WMA, EC (left 4:00 pm)

Absent:

Castro Valley Sanitary District	Dave Sadoff, WMA
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Staff Participating:

Gary Wolff, Executive Director
Wendy Sommer, Deputy Executive Director
Karen Kho, Senior Program Manager
Debra Kaufman, Senior Program Manager
Richard Taylor, Counsel, Authority Board
Arliss Dunn, Clerk of the Board

Others Participating:

Richard Mauck, Consultant, Hayward Transfer Station

III. ANNOUNCEMENTS BY THE PRESIDENT

There were none.

IV. CONSENT CALENDAR (WMA, EC & RB)

- | | |
|---|--------------------|
| 1. Approval of the Draft Minutes of February 25, 2015 (WMA & EC-Separate Votes) (Gary Wolff) | Action |
| 2. Minutes of the February 17, 2015 Technical Advisory Group (TAG) (EC only) (Gary Wolff & Wendy Sommer) | Information |

Board member Freitas made the motion to approve the Consent Calendar for the WMA Board. Board member Turner seconded and the motion carried 19--0 (Sadoff absent).

Board member Ellis made the motion to approve the Consent Calendar for the Energy Council. Board member Maass seconded and the motion carried 18-0.

V. OPEN PUBLIC DISCUSSION (WMA & EC)

Augustine Ramirez, ILWU, thanked the cities of Fremont, Newark, Union City, Hayward and Oakland for adopting the new wage and benefits standard for recycling and transfer station workers. Mr. Ramirez added, in October 2014, the union organized at ACI in San Leandro and working alongside City Officials was able to adopt the new wage and benefits standard for ACI recycling and transfer station workers. Mr. Ramirez encouraged the Board to continue supporting efforts to maintain the wage standard for recycling and transfer station workers throughout the region.

VI. REGULAR CALENDAR (WMA, EC & RB)

- | | |
|--|---------------|
| 1. CoWIMP Amendment Ordinance 2015-01, Factual Changes, Second Reading & Adoption (WMA only) (Gary Wolff & Debra Kaufman) | Action |
|--|---------------|

It is recommended that the Authority conduct the second reading at the March 25th 2015 meeting and adopt Ordinance 2015-01 (attached) to make factual changes to the Countywide Integrated Waste Management Plan.

Debra Kaufman provided a summary of the staff report. The report is available here:

<http://stopwaste.org/sites/default/files/COIWMP%20factual%20changes%20ordinance%202015-01%20second%20reading%20memo%20-%20MIKES%20VERSION.pdf>

There were no comments from the public. Board member Freitas made the motion to approve the staff recommendation. Board member Chan seconded and the motion carried 19-0 (Sadoff absent).

- | |
|--|
| 2. Request by Todd Fitch and Mike Tejero for an Amendment to the Alameda County Integrated Waste Management Plan (Ordinance 2015-02) to Site the Hayward Transfer Station, a CDI facility, at 3458 Enterprise Avenue in Hayward (WMA only) (Gary Wolff & Debra Kaufman) |
|--|

Staff and the Recycling Board as LTF and the P&O committee, recommend that the WMA Board:

1. Hold a public hearing on the proposed ordinance (attached)
2. Consider the ordinance by title only, waiving a reading of the full text
3. Introduce the ordinance for consideration of adoption at the April WMA meeting.

Debra Kaufman provided a summary of the staff report. The report is available here:

<http://stopwaste.org/sites/default/files/meeting/Hayward%20Coiwmp%20amendment%20public%20hearing%20and%20first%20reading.pdf>

President Cutter opened the public hearing. Amy Willis, ILWU provided public comment. Ms. Willis stated that the ILWU has concerns regarding the wages and conditions for the workers that will be doing the transfer work and processing the materials at the Hayward Transfer Station. Most if not all of the transfer stations in Alameda County are unionized and typically these workers receive very good wages and benefits including health insurance and retirement benefits. Wages typically range between \$25-32.00 per hour. Ms. Willis thanked the

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aforementioned cities for restructuring their cities franchise agreements to include the Alameda County Wage and Benefits Standard for recycling processing workers in Alameda County and also commended StopWaste for adopting a resolution supporting that standard and encouraged all cities in Alameda County to pass the Wage and Benefits Standard. Ms. Willis stated that she is unsure of the wages and benefits that will be offered at the facility in Hayward and encourages the Board to consider this issue in their decision to site the facility in Hayward and any future proposed sites.

There were no other public speakers on this item. President Cutter closed the public hearing.

Board member Spencer inquired if the issue regarding wages is included in this discussion. Ms. Kaufman stated no and asked Mr. Mauck, Hayward Transfer Station consultant to speak on this issue. Mr. Mauck stated that the owners of the facility will look at union wages paid in this area and intend to pay comparable wages and benefits to the workers at the facility. Mr. Mauck added he is not sure if current workers at the facility are unionized but they are paid comparable wages and benefits. Board member Rood inquired if the CoIWMP addresses prevailing wages for open or unionized workforces. Mr. Wolff stated that he believes it does not, and asked Authority Council if we have the authority to mitigate factors outside of environmental issues. Mr. Taylor stated that the agency is charged with making a determination that the proposal is consistent with the CoIWMP with respect to siting criteria, etc., but he also believes that the CoIWMP does not have policy that addresses these issues.

President Cutter inquired if Hayward has a living wage ordinance and would it apply to the proposed facility. Board member Jones stated yes Hayward does have a living wage but it only applies to city projects and is unsure if it is applicable to these types of facilities. Board member Wengraf inquired if StopWaste has a prevailing wage for our contracts. Mr. Wolff stated no, and this is not a direct contract it is a County Plan Amendment for a private facility. MR. Taylor added when we do construction or public works contracts as when we remodeled the building we are subject to the State law regarding prevailing wage. But we have not adopted an independent policy. Board member Carson stated the County does not have a prevailing wage and if it did it would only apply in the unincorporated areas. President Cutter stated that ACI and Waste Management operate in San Leandro and Waste Management's recycling workers are hired direct and receive good wages and benefits but ACI was using a set of contractors for recycling. This issue came before the City and ACI hired these workers as employees but she is unsure about the wages. Board member Spencer stated that she would like Authority Council to research this issue. Ms. Kaufman stated making further changes now would cause a delay in startup as well as initiate a first and second reading for the Boards which would create further delay. Mr. Mauck added this issue is not under the purview of the CoIWMP and would object to the Authority adding language regarding this issue. Mr. Wolff stated that the Board could proceed with the first reading today and during the intervening month staff could look into this issue further. If the Board decides to act, staff would need to amend the draft ordinance next month, hold another first reading in April and consider the amended ordinance for adoption in May.

Board member Turner stated that she is not in favor of amending the ordinance with respect to the wage issue as this is not what the Board is charged to do in this regard. Board member Ellis concurred with Board member Turner and added that the Boards role is to secure the pathway for these types of facilities to exist, and also be compliant with regulations of other parties. Board member Chan stated that she is not in favor of adding language regarding wages as it would be an imposition on the City of Hayward. Board member Kalb inquired about the jurisdictions that would utilize this facility. Mr. Wolff stated it is a private facility with private haulers that would conform to the franchise agreement within the different cities. Board member Kalb inquired if the Board can make a policy statement that says we encourage jurisdictions that establish contracts with the facility to incorporate as part of the contract language about wages. Mr. Wolff indicated that the Board has adopted a resolution recommending to all owners or operators of facilities that hire recycling workers to consider adopting the attached schedule of wages as Fremont did. Board member Kalb directed staff to provide a copy of the resolution to the proposed facility. President Cutter asked that staff provide a copy of the resolution to the

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Board in the April Board packet. Board member Biddle inquired about the scheduled date of operation. Ms. Kaufman stated the facility is currently operating under a temporary permit but at a smaller level than planned. Mr. Mauck stated that the facility is operating at 25 tons or less per day.

Board member Ellis made a motion to accept the staff recommendation. Board member Pentin seconded and the motion carried 19-0 (Sadoff absent).

The Board adjourned to closed session at 3:30 p.m. and returned to open session at 4:45 p.m.

3. **CLOSED SESSION (WMA only):
PUBLIC EMPLOYEE PERFORMANCE EVALUATION
(Pursuant to Government Code Section 54957)**
Title: Executive Director
CONFERENCE WITH LABOR NEGOTIATOR
(pursuant to Government Code Section 54957.6)
Agency Designated Representatives: Board Members Biddle, Cutter, Kalb, Pentin.
Unrepresented Employee: Executive Director
(confidential materials mailed separately)
4. **CLOSED SESSION (WMA only):
PUBLIC EMPLOYEE PERFORMANCE EVALUATION
(Pursuant to Government Code Section 54957)**
Title: Authority Counsel
(confidential materials mailed separately)

There were no reportable actions from the closed sessions.

5. **Interim appointment(s) to the Recycling Board for WMA appointee unable to attend future Board Meeting(s) (WMA only) (Gary Wolff)** **Action**
(P&O and Recycling Board meeting, April 9th at 7:00 pm - San Leandro Senior Community Center, 13909 E. 14th St., San Leandro, CA)

There were no requests for an interim appointment.

- VII. **COMMUNICATIONS/MEMBER COMMENTS (WMA, EC & RB)** **Information**
There were none.

VIII. REGULAR CALENDAR (EC only)

1. **Bay Area Regional Energy Network Contract Amendment #1 (EC only)** **Action**
(Gary Wolff, Wendy Sommer & Karen Kho)
Adopt the Resolution attached.

Karen Kho provided a summary of the staff report. The report is available here:
<http://stopwaste.org/sites/all/themes/stopwaste/img/download-Action.jpg>

Board member Spencer inquired if the \$220,000 is designated for StopWaste. Ms. Kho stated yes. Board member Biddle made the motion to accept the staff recommendation. Board member Rood seconded and the motion carried 13-0 (Carson, Ellis, Freitas, and Wengraf absent).

2. **Community Choice Aggregation (CCA) Steering Committee (EC only)** **Information**
(Gary Wolff, Wendy Sommer & Karen Kho)
This item is information only.

Wendy Sommer provided a summary of the staff report. The report is available here:
<http://stopwaste.org/sites/default/files/meeting/CCA%20Docs.pdf>

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President Cutter stated that she has not seen the application packet as Mayor and some think that the member should be an elected official and some think the member should be a staff member. President Cutter added with respect to applicant criteria, she is unsure about how comprehensive the committee will be as she is member of a union and would not want to be perceived as having the unions' voice. President Cutter asked that her feedback be provided to County staff. Ms. Sommer indicated that the City Managers should have received a letter from Supervisor Haggerty. President Cutter inquired if the goal is for political will or to get factual information. Ms. Sommer stated initially the plan was to form two committees both political and technical but the County ultimately decided to form a mega committee. President Cutter favored a technical committee. Board member Rood stated that he received a copy of the letter as well as the Piedmont City Manager. Due to his interest in the CCA issue the City Manager suggested that the issue of appointing Board Member Rood to the Steering Committee be agendized at a City Council meeting. Board member Rood stated that he expects to be appointed at the upcoming City Council meeting. Board member Biddle asked from the perspective of the Energy Council is it advisable to have representation from the Energy Council, and if so, should it be staff or a Board member. Ms. Sommer stated that she favors representation from the Energy Council. Mr. Wolff added he favors representation from both staff and the Energy Council as the elected officials can inform their colleagues and the staff person can help do any work that is required. Board member Biddle asked if it would be advisable at our next Board meeting for staff to provide recommendations with respect to what StopWaste would like to do. Mr. Wolff stated that in discussions with the Technical Advisory Group (TAG), they were leery about stepping into the political fray but if Board members are interested in serving they can be appointed via their own agency. Board member Mass inquired if a member is serving on both the Energy Council and the Steering Committee is there a possibility of issues for recusal. Board member Rood stated that he doesn't think so as the Charter prohibits the Energy Council from forming its own CCA so there is no scenario for overlapping authority and the Steering Committee is not a JPA. President Cutter stated that it appears that StopWaste is not a participant. Ms. Sommer stated that the County contacted staff and informed us that we are a part of the three to five at large representatives along with ABAG and BART representing both energy expertise and countywide or regional interest. Board member Kalb inquired if the Energy Council would appoint a representative to the Steering Committee. Mr. Wolff stated that staff will put forward a staff person but we encourage any Energy Council member that has the time and interest in serving to serve as well.

IX. ADJOURNMENT (WMA/EC)

The meeting adjourned at 5:10 p.m.

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DATE: November 4, 2014
TO: Recycling Board
FROM: Gary Wolff, Executive Director
BY: Debra Kaufman, Senior Program Manager
SUBJECT: Legislative Positions for 2015

BACKGROUND

On April 9th, 2015, the Programs & Administration Committee, and the Planning & Organization Committee/Recycling Board heard a presentation on proposed agency positions for 2015 state legislative bills.

The Committees voted to recommend that the full WMA Board adopt staff recommendations for the legislative positions outlined in the memo linked below.

The memo that was provided at the April 9, 2015 committee meetings is available at:
[http://stopwaste.org/sites/default/files/meeting/Leg%20memo%20comm%20mtgs%20April%202015 0.pdf](http://stopwaste.org/sites/default/files/meeting/Leg%20memo%20comm%20mtgs%20April%202015%200.pdf)

An update on legislation will be provided to the Boards in June.

RECOMMENDATION

Staff requests that the WMA Board adopt the positions outlined in the memo for the April 9th, 2015 Committees.

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2015 - ALAMEDA COUNTY RECYCLING BOARD ATTENDANCE

	J	F	M	A	M	J	J	A	S	O	N	D
REGULAR MEMBERS												
A. Alonzo	X	X	X	X								
L. Ellis	X	X	A	X								
G. Jones	X	X	X	X								
P. Maass	X	X	X	X								
D. O'Donnell	X	X	X	X								
M. Peltz	X	X	X	A								
J. Pentin	X	X	I	X								
T. Rood	X	X	X	X								
S. Sherman	X	X	X	X								
T. Stein	X	A	X	X								
M. Tao	X	A	X	X								
INTERIM APPOINTEES												
D. Biddle			X									

Measure D: Subsection 64.130, F: Recycling Board members shall attend at least three fourths (3/4) of the regular meetings within a given calendar year. At such time, as a member has been absent from more than one fourth (1/4) of the regular meetings in a calendar year, or from two (2) consecutive such meetings, her or his seat on the Recycling Board shall be considered vacant.

X=Attended

A=Absent

I=Absent - Interim Appointed

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DATE: April 2, 2015
TO: Recycling Board
FROM: Wendy Sommer, Deputy Executive Director
SUBJECT: Written Reports of Ex Parte Communications

BACKGROUND

Section 64.130 (Q)(1)(b) of the Alameda County Charter requires that full written disclosure of ex parte communications be entered in the Recycling Board's official record. At the June 19, 1991 meeting of the Recycling Board, the Board approved the recommendation of Legal Counsel that such reports be placed on the consent calendar as a way of entering them into the Board's official record. The Board at that time also requested that staff develop a standard form for the reporting of such communications. A standard form for the reporting of ex parte communications has since been developed and distributed to Board members.

At the December 9, 1999 meeting of the Recycling Board, the Board adopted the following language:

Ex parte communication report forms should be submitted only for ex parte communications that are made after the matter has been put on the Recycling Board's agenda, giving as much public notice as possible.

Per the previously adopted policy, all such reports received will be placed on the consent calendar of the next regularly scheduled Recycling Board meeting.

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Energy Council
TECHNICAL ADVISORY GROUP (TAG)

Tuesday, March 17 2015 – 1:00 pm to 3:00 pm

Attendance:

City of Berkeley: Sarah Moore, Alice LaPierre

City of Dublin: Kathy Southern

City of Emeryville: Amber Evans

City of Fremont: Rachel DiFranco

City of Hayward: Erik Pearson

City of Livermore: Judy Erlandson (phone), Frank Guido (phone)

City of Newark: Myvan Khuu-Seeman (phone)

City of Oakland: Daniel Hamilton

City of Piedmont: Kevin Jackson

County of Alameda: Bruce Jensen

StopWaste: Karen Kho, Heather Larson, Stephanie Stern, Wendy Sommer, Candis Mary-Dauphin, Teresa Eade

Guest: Carl Morrison, consultant

MEETING NOTES

Board Updates

- March 25 Board Agenda items:
- BayREN contract amendment that includes funding to support Berkeley's BESO and a regional voluntary Home Energy Score program. This new pilot was approved by the Codes and Standards Committee; the Board will approve this additional funding.
- Update on formation of Alameda County CCA Steering Committee

CCA Updates

- The County received feedback that a single steering committee would be best, and on March 12, the Board Transportation Planning committee approved a new structure.
- The committee will include three groups:
 - Group 1: Appointees from the five Supervisorial Districts.
 - Group 2: includes representatives from each city, including someone from City of Alameda and Unincorporated Alameda County. These participants will be selected by the municipality; they can be staff or elected officials, but do not need to. They should have the authority to vote without bringing the issue back to their jurisdiction.
 - Group 3: "At large" representatives, energy expertise or county-wide or regional interests (e.g. StopWaste, LBNL, Port of Oakland etc.).
- There is an application out for applying for membership on this committee; due April 7. Committee members should expect to serve for a couple of years.

- First meeting will be in late May, and the first task will be to finalize the scope of a technical study. Will likely hire in July or August for a consultant to complete the technical study; ideally with a deadline of the end of the year.
- CCA Steering Committee will make recommendations for next steps in CCA formation with the goal of launching a potential CCA in early-2017.
- The cities should ideally have their committee appointees by April 7, but there will be placeholders on the committee if they need more time. A short letter from a city official naming the committee member suffices for an application/evidence of appointment.
- Alameda County CCA website is online, available at: <http://www.acgov.org/cda/planning/cca/index.htm>; steering committee information will be there, also a survey on logo design.
- RFP for technical proposals is nearly complete, and will be reviewed by the steering committee in May or June.

Program Updates

- See Handout
- Multifamily BayREN program is requesting more funding from PG&E in order to open up pipeline for new projects. PG&E has indicated that they are supportive of the ask, so BayREN can start additional outreach. Candis will focus on Alameda County outreach and will be following up with jurisdictions.
- Codes and Standards: the regional plan check pilot description is on Basecamp and is likely to be approved in Contra Costa as the pilot lead.

2016 Program Planning

- Bay REN 2016 concepts; one page write-ups are due March 20.
- Energy Council is bringing forward two concepts:
 - Modifications for the Multifamily Program: add a longer term investment plan for Zero Net Energy to technical assistance, and a new hot water sub-metering measure and followup evaluation.
 - Green Labeling: these activities were already approved in the 2013-14 BayREN PIP but never funded, so this will be carried over.
 - Heather is in communication with Energy Division staff about the prospects for multifamily EV policies, fuel switching and expanding EnergyPro Lite.
- Idea of a shared resource program can really help smaller businesses and multifamily property owners, like CESC's Your Energy Manager program.
- There might be potential to add energy into current water conservation education programs that the water agencies already run.
- Daniel was looking at emissions from Oakland, and though electricity related emissions are declining, natural gas has not. He would be interested in fuel switching pilots in municipal buildings or non-residential; or potentially solar thermal.
- Other potential program concepts: ABAG has mentioned a municipal program, San Francisco has discussed Residential PACE.
- TAG did not have any new program concepts to propose. There is interest in low-interest municipal loans, like CEC's oversubscribed program.

Landscape Program Coordination & Joint Discussion

Water funding grant applications in Summer 2015:

- StopWaste and Alameda County jurisdictions have already done quite a bit around sustainable landscaping.
- New sources of water are very energy intensive (e.g. desalination and recycled water).
- Carl presented on updates to funding from Propositions 84 and 1 (see presentation). Most funding will not go through the Integrated Regional Water Management Plan (IRWMP), so it will be more competitive.
 - Regional Water Reliability category might have the most potential, includes water conservation and water use efficiency (\$23 million in FY 15-16). This will be a statewide competition.
 - There is a way to petition for status as a DAC (Pescadero did this successfully in San Mateo County)
 - Schedule: July/August will start workshops and scoping.
 - Prop 84, the 2015 round draft guidelines released this month. Project descriptions are due locally on April 20, and due to DWR in August.

Member Agency Services- ACWMA Technical Assistance (see handout):

- StopWaste has assisted member agencies with sustainable landscape policies. All jurisdictions have adopted Bay-Friendly landscape policies for civic landscapes, and most for private sector (permitted) landscapes as well.
- StopWaste also offers Bay Friendly training for professionals; the Bay Friendly Coalition now conducts the training, sponsored by StopWaste. About 40 member agency staff participated at the most recent training. Over 300 staff have been trained in total.
- Over 50 projects in Alameda County have become rated landscapes, accounting for over 200 acres. StopWaste has stipends available (\$3,000) to help pay for a rater and registration fees, and also provides free technical assistance for projects. StopWaste also has lawn conversion assistance, \$10,000 for 10,000 sf minimum.
 - If anyone knows of any civic landscape projects for this fiscal year or next, contact Teresa about this.
- StopWaste also offers mini-grants for non-profits for sheet mulching lawns (this is in addition to water agency rebates, we coordinate with them).
- Discussion: how to make landscapes more sustainable/ any other types of projects that could use funding:
 - Some irrigation projects will just be irrigation (not converting lawn).
 - Places without heavy use are good candidates for lawn conversion.
 - Marin Carbon Project is documenting GHG benefits of returning carbon to the soil as carbon sink.
 - Municipal projects around lawn conversion, medians etc.; Heather and Teresa will develop a way to collect this information.
 - Recycled water could be a good topic for the Alameda County Water Suppliers Council.
 - StopWaste/Energy Council will track the potential grant funding for water conservation and water use efficiency.

NEXT TAG MEETING: Tuesday, April 21 2015 from 1pm-3pm

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April 14, 2015

TO: Alameda County Waste Management Authority
FROM: Gary Wolff, Executive Director
BY: Debra Kaufman, Senior Program Manager
SUBJECT: Alameda County Integrated Waste Management Plan (CoIWMP) Amendment Ordinance 2015-02: Hayward Transfer Station CDI facility

BACKGROUND

At the meeting of March 25, 2015, the WMA Board considered proposed Ordinance 2015-02 to adopt changes to the Alameda County Integrated Waste Management Plan for the Hayward Transfer Station CDI facility at 3458 Enterprise Avenue, and took the following actions:

1. Considered proposed Ordinance 2015-02 by title only, waiving the requirement to read the full text;
2. Opened and closed a public hearing; and
3. Recommended introduction of the ordinance for consideration at the April 22, 2015 WMA Board meeting.

The vote was 19-0 (Sadoff absent) in support of the above.

The staff memo for the WMA Board action on March 25th may be found here:

<http://stopwaste.org/sites/default/files/meeting/Hayward%20Coiwmp%20amendment%20public%20hearing%20and%20first%20reading.pdf>

The staff memo to the March 12th Planning and Organization Committee/Recycling Board/Local Task Force (detailing and discussing the proposed changes) may be found here:

<http://stopwaste.org/sites/default/files/meeting/staff%20report%20for%20hayward%20coiwm%20amendment%20march%202015%20tg1.pdf>

At the April 22nd, 2015 meeting, Board members asked whether the facility owners would be paying a wage for recycling workers comparable to the recent wage schedules approved or required by several member agencies for recycling workers employed by solid waste contractors. Subsequent to the meeting, the facility consultant confirmed that the facility owner would be paying wages comparable to those that the WMA Board endorsed (but did not

require) in Resolution 2014-04. A copy of that e-mail, and Resolution 2014-04, are provided as Attachment B.

Staff also followed up on the request that we investigate whether the Board could impose a condition requiring specific wages to be paid at this facility, or any facility seeking a finding of conformance with our CoIWMP. We reviewed the CoWIMP and found no goal, objective, or policy that could serve as the basis for a wage-related condition.

RECOMMENDATION

It is recommended that the Authority waive the requirement to read the full text of the Ordinance, and adopt Ordinance 2015-02.

Attachments:

Attachment A: Ordinance 2015-02

Exhibit 1: CoIWMP Amendment Text

Exhibit 2: Siting Criteria Findings

Exhibit 3: Authority Conditions of Approval

Attachment A (to the Ordinance): City of Hayward Conditions of Approval

Attachment B: Resolution 2014-04 and email from the applicant regarding wages

Attachment A

ORDINANCE 2015-02

AN ORDINANCE ADOPTING AMENDMENTS TO THE COUNTYWIDE INTEGRATED WASTE MANAGEMENT PLAN, AND FINDING PLAN CONFORMANCE FOR THE HAYWARD TRANSFER STATION MEDIUM VOLUME CONSTRUCTION, DEMOLITION & INERT DEBRIS PROCESSING FACILITY AT 3458 ENTERPRISE AVENUE IN THE CITY OF HAYWARD

The Board of the Alameda County Waste Management Authority (“Authority”) ordains as follows:

SECTION 1 (Enactment)

The Board of the Authority does hereby enact this Ordinance in full consisting of Section 1 through Section 6.

SECTION 2 (Findings)

- (a) The Authority finds that the California Integrated Waste Management Act (California Public Resources Code §§ 40000 et seq.) requires the preparation and adoption of a Countywide Integrated Waste Management Plan (“ColWMP”).
- (b) The Authority finds that the Alameda County Joint Exercise of Powers Agreement for Waste Management directs that the Authority prepare, adopt, revise, amend, administer, enforce and implement the ColWMP.
- (c) The Authority finds that it adopted a ColWMP, dated February 26, 2003, and has adopted minor amendments since then. A five-year review of the ColWMP was conducted in November 2009, a factual update was adopted in April 2010, and amendments were made in January 2011, December 2011, and July 2013.
- (d) The Authority finds that on December 22, 2014, the City of Hayward issued an administrative use permit for the Hayward Transfer Station Medium Volume Construction, Demolition & Inert Debris Processing Facility (“Facility”) at 3458 Enterprise Avenue in the City of Hayward after preparing, considering, and adopting a mitigated negative declaration, initial study, and mitigation monitoring and reporting program for the Facility as required by the California Environmental Quality Act (“CEQA”).
- (e) The Authority finds that on January 14, 2015, the Facility applicant submitted the required information to the Authority to amend the ColWMP to site the Facility on an existing site at 3458 Enterprise Avenue in the City of Hayward.
- (f) The Authority finds that the Recycling Board, acting as the Local Task Force, has reviewed and commented on the proposed amendment, and the Planning & Organization Committee of the Authority has considered the ColWMP Amendment,

including any comments by the Local Task Force, and has recommended approval of the CoIWMP Amendment and conformance finding.

- (g) The Authority finds that Authority staff provided all required notice and held a duly noticed public hearing on March 25, 2015 to consider the CoIWMP Amendment and conformance finding for the Facility.
- (h) The Authority finds that the Authority Board considered all materials and testimony presented by the public, Local Task Force, applicant for the Facility, and Authority staff.
- (i) The Authority finds that it is a Responsible Agency under CEQA, that this project underwent the required review under CEQA, and that the Authority's action is within the scope of activities addressed by the City of Hayward's mitigated negative declaration and initial study ("MND/IS").
- (j) The Authority finds that the Authority Board has independently reviewed and considered City of Hayward's MND/IS.
- (k) The Authority finds that since the City of Hayward's adoption of the MND/IS, no substantial changes have occurred and no new information or changed circumstances exist that require revisions of the MND/IS due to new significant environmental effects or a substantial increase in the severity of previously identified significant effects.
- (l) The Authority finds that the City of Hayward required changes to the project or mitigation measures that ensure the Facility will not result in any significant environmental impacts.

SECTION 3 (CEQA Determinations)

- (a) The Authority's approval of the CoIWMP amendment and conformance determination, as conditioned, will have a less than significant impact on the environment as documented in the MND/IS.
- (b) Authority hereby adopts, and incorporates herein by reference, the City of Hayward's Mitigation Monitoring and Reporting Program, to the extent applicable to the Facility.

SECTION 4 (Amendment of CoIWMP)

The Authority hereby amends the CoIWMP as set forth in the CoIWMP Amendment text attached hereto as Exhibit 1 and made a part of this Ordinance, subject to the Conditions of Approval attached hereto as Exhibit 3.

SECTION 5 (Conformance Determination)

The Authority does hereby determine that the proposed project is in conformance with the CoIWMP as amended, including the siting criteria as set forth in the siting criteria findings attached hereto as Exhibit 2 and made a part of this Ordinance, and that a Solid

Waste Facility Permit for the project as conditioned by the Conditions of Approval attached hereto as Exhibit 3 would be in conformance with the ColWMP as amended.

SECTION 6 (Notice and Effective Date)

This ordinance shall be posted at the Authority Office for at least thirty (30) days after its second reading by the Board and shall become effective thirty (30) days after the second reading.

Passed and adopted this 22nd day of April, 2015 by the following vote:

AYES:

NOES:

ABSTAINING:

ABSENT:

I certify that under penalty of perjury that the foregoing is a full, true and correct copy of ORDINANCE NO. 2015 - 02.

GARY WOLFF
EXECUTIVE DIRECTOR

Exhibits:

Exhibit 1: ColWMP Amendment Text

Exhibit 2: Siting Criteria Findings

Exhibit 3: Authority Conditions of Approval

Attachment A: City of Hayward Conditions of Approval

Exhibit 1

Amendments to Alameda County

Countywide Integrated Waste Management Plan for the Hayward Transfer Station Medium Volume Construction, Demolition & Inert Debris Processing Facility at 3458 Enterprise Avenue in the City of Hayward

The Alameda County Countywide Integrated Waste Management Plan, February 26, 2003 and last amended in September 14, 2013, is hereby amended again as set forth below. In the sections that follow, text to be added to the Plan is shown in **underline bold** and text to be deleted is shown in ~~striketrough~~.

1. In Chapter II under the heading of "Participants" section 6 "Private Companies," add the following bulleted paragraph directly before Table 2-4:

Todd Fitch and Mike Tejero will be the owner/operator of the Hayward Transfer Station located at 3458 Enterprise Avenue in Hayward. The Hayward Transfer Station will be a medium volume construction, demolition, and inert debris processing facility. The facility will encourage customers to bring source separated construction and demolition materials, which will be transported to recycling and reuse facilities. Mixed loads of construction, demolition, and inert materials will be sorted into source separated categories for recycling or reuse with the residuals going to a landfill or other CDI facility. The facility will receive no more than 174 tons per day. The facility is expected to achieve an overall 60% recycling rate with 100% of asphalt and concrete being recycled and 50% of all other materials being recycled. This facility is expected to become operational in 2015 upon issuance of all applicable permits including a full solid waste facilities permit by the state of California and Alameda County LEA.

2. In Chapter II, under the heading of "The System Components" section 2 "Transfer Stations," change the second paragraph of the section as follows:

In 2015, **seven** transfer stations **will operate** in Alameda County: the Davis Street Transfer Station in San Leandro, the ACI Transfer/Processing Facility in San Leandro, the Berkeley Transfer Station in Berkeley, the Pleasanton Transfer Station in Pleasanton, the BLT Transfer

Station in Fremont, ~~and~~ the Livermore Sanitation Inc. direct transfer station in the City of Livermore, and the Hayward Transfer Station. In 2015, the Recology East Bay Organics Pre-Processing Facility will also likely be operational. Table 2-7 describes the capacity and geographic watershed of each of these transfer stations. Figure 2-Bb presents a map showing the location of the transfer stations and landfills in Alameda County and the origin and direction of waste flows. Long haul transfer vehicles used at the Davis Street, Berkeley, Pleasanton, and Hayward Transfer Stations include “moving floor” and “possum belly” vehicles, each designed to transport an average of 21 to 25 tons of compacted waste, per trip. The Recology East Bay Organics Pre-Processing Facility is also expected to use long haul trailers to transport solid waste residuals that cannot be digested after preprocessing to landfills or Material Recovery Facilities, as needed.

3. In Chapter II, add the Hayward Transfer Station to Figure 2-B.

4. Table 2-7 summarizes information regarding transfer stations in Alameda County. Amend Table 2-7 to include the information provided below:

TRANSFER STATION	OWNER/ OPERATOR	WASTESHEDS	DISPOSAL TONNAGE TOTAL TPY/TPD-5	SITE ACREAGE	DESIGN / PERMITTED CAPACITY
<u>Hayward Transfer Station</u>	<u>Todd Fitch and Mike Tejero/Hayward Transfer Station, LLC</u>	<u>Alameda County</u>	<u>62,988/174 TPD-5 throughput expected</u>	<u>3.4 (with 2.5 acres devoted to this operation)</u>	<u>174 TPD/ 174 TPD</u>

5. In Chapter II, under the heading “The System Components” section 2 “Transfer Stations,” add paragraph (h), as follows:

h) Hayward Transfer Station

Hayward Transfer Station. The Hayward Transfer Station is a medium volume construction, demolition, and inert debris processing facility located at 3458 Enterprise Avenue in Hayward on a 3.32 acre site, 2.5 of which is dedicated to this operation. The transfer station is co-located with other commercial activities at this site, including a contractor’s storage yard, waste cooking oil recovery operation, portable toilet rentals, and temporary fencing operation. The facility is compatible with adjacent land uses, which are industrial.

The facility will receive self-hauled construction, demolition, and inert materials. Only construction, demolition, and inert materials will be accepted. The site will include a commercial scale, a large bunker for C&D materials, and several small bunkers for clean source separated C&D materials, as well as a storage area for drop boxes, vehicles, and equipment. The facility will offer discounts for the public to bring in clean source separated C&D materials. All incoming loads will be weighed on a commercial scale. Source separated C&D materials will be hauled in roll off trucks, demolition trucks or transfer trailers to various businesses for recycling or reuse. Mixed C&D residuals, after sorting and segregation for recyclables, will be hauled to landfills or CDI facilities. The facility also provides debris box rental and collection service for C&D materials in cities that allow non-franchised haulers to do so (several cities in Alameda County, including Hayward, only allow the franchised hauler to provide this service).

The facility is required to recycle all incoming concrete and asphalt and 50% of remaining materials. This will give the facility an overall recycling rate of 60%.

The facility expects to receive no more than 174 tons per day of material. This facility is expected to be operational in 2015 after receiving all applicable permits.

Exhibit 2

SITING CRITERIA FINDINGS FOR HAYWARD TRANSFER STATION MEDIUM VOLUME CDI TRANSFER/PROCESSING FACILITY AT 3458 ENTERPRISE AVENUE IN THE CITY OF HAYWARD

The Alameda County Waste Management Authority (“Authority”) has reviewed the materials submitted in connection with the Hayward Transfer Station, LLC Medium Volume Construction, Demolition, and Inert Debris Transfer/Processing Facility (“Facility”). Based on that review, the Authority hereby makes the following determinations pursuant to the relevant provisions of ColWMP Section VI, Table 6-2:

- **Seismic** – The Facility is not located within 200 feet of a known active fault. The Facility is approximately 3.46 miles from the Hayward fault zone.
- **Floodplains** – The Facility is not located within the 100-year flood plain.
- **Wetlands** – The Facility is located in a fully developed industrial area within the City of Hayward; no wetlands are impacted by its development.
- **Endangered Species Habitat** – The Facility is located in a fully developed industrial area within the City of Hayward and located on a site developed with industrial uses and once entirely paved. No special-status species have a potential to occur at the project site.
- **Unstable Soils** – The project site is subject to seismic liquefaction and may be affected by strong seismic ground shaking. The buildings and improvements on-site will be designed and constructed in accordance with California Building Code seismic design standards to assure the structural integrity of the Facility, including considerations for seismic hazards, liquefaction, and lateral spreading.
- **Major Aquifer Recharge Areas** – The Facility is not located in an aquifer recharge area.
- **Depth to Groundwater** – Groundwater on the site is shallow. The Facility will comply with all local and state construction requirements. The underlying groundwater basin is not utilized as a water supply, and no discharge to or pumping of the basin is permitted.
- **Permeable Strata and Soils** – The Facility is located on soils characterized by the US Geologic Service as Soil Type D that includes some Quaternary muds, sands, gravels, silts, and mud. Any construction on site would be required to meet the standards of the California Building Code. A large portion of the Facility site has pavement.
- **Non-attainment Air Areas** – The Facility operation would comply with all requirements and not conflict with or obstruct the implementation of the Bay Area Air Quality Management District (“BAAQMD”) Plan. For regional emissions, the Facility would not exceed the numerical thresholds of significance established by the BAAQMD, would not result in a significant CO “hotspot”, and would not exceed the BAAQMD Greenhouse Gas annual threshold. The Facility would also have a less than significant impact from operational source emissions and odor, and a less than significant impact to sensitive receptors, and would not result in significant adverse health conditions.

- **PSD Air Areas** – Operation of the Facility shall be in compliance with all requirements of the BAAQMD..
- **Mineral Resources Area** – The Facility is located in an area mapped by the California Department of Conservation, Division of Mines and Geology that indicates no significant mineral deposits are present. Furthermore, the siting of this Facility would not preclude the extraction of minerals in the future if needed.
- **Prime Agricultural Lands/Open Space** – The Facility is located in a fully developed industrial area within the City of Hayward and not on agricultural lands.
- **Military Lands** – The Facility is not sited on any Military lands.
- **Other Federal, State, and Indian Lands** – The Facility is not located on any Federal, State, or Indian lands.
- **Proximity to Major Transportation Routes** – The Facility site is located off State Highway Route 92, between the east end of the Hayward-San Mateo Bridge and the I-880 corridor.
- **Proximity to Development** – Access to the Facility will be from the I-880 corridor to State Highway Route 92. Roadway access to the Facility is through industrial and commercial roadways, and not through residential areas or areas where institutional and public facilities are present. A traffic analysis was done and concluded the project had a less than significant impact on all intersections studied.
- **Proximity to Public Services** – The Facility is located in a fully developed industrial park area and connected to public utilities. Captured storm water from the Facility site will be pumped and discharged to the nearby City of Hayward Pollution Control Facility (sewage treatment plant). Fire, police, and emergency medical services are readily available at this urban location.
- **Proximity to Waste Stream** – The Facility is located in the City of Hayward with excellent access to all areas of the City and the broader Bay Area via major roadways and highways.
- **Appropriate Zoning** – The Facility is compatible with adjacent industrial land uses and zoning; it is located within the City of Hayward Industrial (I) Zoning District.
- **Conformance with Approved Countywide Siting Element of the Integrated Waste Management Plan** – The Facility is consistent with the goals and policies of the Countywide Siting Element and has been designed to enhance landfill diversion of materials for Alameda County, and is an integral part of the countywide system.
- **Recreational, Cultural, or Aesthetic Areas** – The Facility is not located in an area of any recreational, cultural, or aesthetic significance.
- **Airport Zones** – The Facility is not located near an airport, within a Federal Aviation Agency approach zone, installation compatible use zone, or safety zone.
- **Gas Migration/Emission** – Not Applicable.
- **Contingency** – The Facility will maintain an Emergency Contingency Plan as part of the Solid Waste Facility Permit in the Facility's Transfer/Processing Report to provide for continuity of service in the event of disruptions caused by natural or man-made events.

- **Aesthetics** - The Facility is an approved use located in a fully developed industrial area within the City of Hayward. Additional landscaping along the Facility frontage will be added to make the site more visually attractive.

Exhibit 3

Conditions of Approval for CoIWMP Amendment and Conformity Determination for the Hayward Transfer Station Medium Volume Construction, Demolition, and Inert Debris Transfer/Processing Facility

Pursuant to the Joint Powers Agreement establishing the Alameda County Waste Management Authority (“Authority”), the Alameda County Integrated Waste Management Plan, and state law, the CoIWMP amendment and conformity determination enacted by the ordinance to which this exhibit is attached is subject to the conditions below:

1. Construction and operations at the Hayward Transfer Station Medium Volume Construction, Demolition, and Inert Debris Transfer/Processing Facility (“Facility”) at 3458 Enterprise Avenue in Hayward shall comply with all requirements governing the design and operation of such facilities as set forth in Title 14 of the California Code of Regulations.
2. Hanson & Fitch, Inc. and Hayward Transfer Station, LLC (collectively, “Applicant”) shall construct and operate the Facility in compliance with the assumptions made and mitigation measures included in the Mitigated Negative Declaration and Initial Study prepared by the City of Hayward for Administrative Use Permit No. PL-2014-0373.
3. Applicant shall comply with the City of Hayward’s December 22, 2014 Conditions of Approval for Administrative Use Permit No. PL-2014-0373, attached hereto as Attachment A, to the extent applicable to the Facility. Notwithstanding the foregoing and condition number 2 above regarding compliance with mitigation measures, for Hayward’s Condition Number 15 and Mitigation Number 9, the Facility must be listed on StopWaste’s mixed C&D facility diversion/recycling rate report or, equivalent alternative as approved by the Authority Executive Director, or authorized representative of the Authority, after any required compliance with CEQA. Additionally, for Hayward’s Condition Number 20 and Mitigation Number 14, requiring the applicant to submit all documents recording the recycling rate to the City at least twice annually prior to StopWaste’s Mixed C&D Facility Diversion/Recycling Rate Report, those documents shall be submitted in months six and twelve.
4. Applicant shall defend (with counsel acceptable to the Authority), indemnify and hold harmless the Authority, its agents, officers and employees for any costs (including legal costs, attorneys’ fees, expert witness or consultant fees, staff time, or other expenses) incurred by the Authority, its agents, officers or employees from any liability, damages, claim, judgment, loss (direct or indirect), action, causes of action, or proceeding (collectively, “Action”) against the Authority, its agents, officers or employees, in connection with the Facility or approval or implementation of Authority Ordinance No. 2015-02. The Authority may elect, in its sole discretion, to participate in the defense of such Action, and Applicant shall reimburse the Authority for any costs, including attorneys’ fees, that the Authority, its agents, officers or employees incur as a result of such Action. This indemnification shall be binding upon the Authority, Applicant and all their successors and assigns.

5. Applicant shall comply with the Alameda County Integrated Waste Management Plan and all applicable existing and future ordinances and resolutions of the Authority (including, but not limited to, Ordinance 2009-01 and Resolution 2009-03).
6. Applicant shall comply with all Alameda County jurisdictions' local rules and regulations including franchise restrictions on hauling construction and demolition debris by third party, non-franchised haulers.
7. Applicant shall pay all applicable Alameda County Waste Management fees on any disposed waste, including waste that is disposed in county and out-of-county.
8. These Conditions of Approval shall restrict the operation of the Facility and shall be incorporated in, and enforceable under the Facility's Solid Waste Facilities Permit issued by the Alameda County Local Enforcement Agency and may be enforced by the Authority and City of Hayward in connection with enforcement of their permits for the Facility.
9. Any activities beyond those provided for by Ordinance 2015-02 shall require a new CoIWMP amendment and conformance determination by the Authority.

ACCEPTANCE BY APPLICANT

This CoIWMP amendment and conformance determination is hereby accepted upon the express terms and conditions hereof, and shall have no force or effect unless and until agreed to, in writing, by Applicant. The undersigned hereby acknowledge the approved terms and conditions and agrees to fully conform to and comply with said terms and conditions.

_____	_____
By:	
Its:	Date

_____	_____
By:	
Its:	Date

Attachment A to Exhibit 3

CITY OF HAYWARD DECEMBER 22, 2014 CONDITIONS OF APPROVAL FOR HAYWARD TRANSFER STATION

1. All the conditions of approval of Administrative Use Permit No. PL-2012-0104 shall be completed prior to the operation of a Medium Volume construction and demolition/inert debris (CDI) transfer/processing station facility.
2. Prior to commencement of the facility all required permits shall be secured. The Office of Solid Waste/Medical Waste Management, Alameda County Department of Environmental Health Department shall issue a Registration Permit to allow 174 tons per day. In addition, Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board, and the Energy Council shall make the Conformation of Findings which shall be issued and approval of an Amendment to the Alameda County Integrated Waste Management Plan (ColWMP).
3. The applicant shall submit for building permits for the construction or alteration of any building or structures. This includes the installation of office trailers which require permanent foundations and shall meet all California Building Code requirements.
4. The applicant shall submit for a sign permit for all business signs. All signs shall meet the regulations of the Sign Ordinance.
5. Graffiti. The applicant shall be responsible for keeping the building free of graffiti. Graffiti shall be removed within forty-eight hours after the owner has been advised of the occurrence.
6. Directional Signage. The applicant shall provide directional signage on the site adequate to ensure safe on-site vehicle circulation, including queuing for weighing and drop off of recyclable materials.

Mitigation Measures

7. **Mitigation Measure 1:**
Loads for intake to the Medium Volume Construction Debris and Inert Materials Transfer/Processing Facility are subject to check to assure that wastes that are typically associated with generating odors are not accepted.

8. **Mitigation Measure 2:**

Waste typically associated with generating odors (e.g., food waste, septic tank sludge, liquid waste, water treatment plant sludge, municipal solid waste, organic garbage, etc...) is prohibit from being accepted by the Medium Volume Construction Debris and Inert Materials Transfer/Processing Facility.

9. **Mitigation Measure 3:**

The three, 10,000 gallon recycled cooking oil tanks are to meet the requirements of the California Building Code and are to be seismically secured to the satisfaction of the Building Official and the Fire Department.

10. **Mitigation Measure 4:**

Portable Toilets and Sanitary Wash Units & Washing

The only acceptable sanitary sewer discharge shall be from normal potable water usage, such as bathroom wastewater, or employee breakroom wastewater. Any other use of water or generation of wastewater, inside or outside the building, requires the user to contact Water Pollution Source Control at 881-7900 for approval and further information.

11. **Mitigation Measure 5:**

Waste Cooking Oil Processing and Storage

- a. Develop and maintain a Spill Response Plan. The Plan shall be submitted prior to the commencement of operation of any transfer/processing station activities.
- b. Place an adequate stockpile of spill cleanup materials where it will be readily accessible.
- c. Spot clean leaks and drips routinely.
- d. Clean leaks, drips, and other spills with as little water as possible. Use rags for small spills, a damp mop for general cleanup, and dry absorbent material for larger spills.
- e. Remove the absorbent materials promptly and dispose of properly.
- f. Minimize the distance between waste collection points and storage areas.
- g. Contain and cover all solid and liquid wastes – especially during transfer.
- h. Keep the spill from entering the street, gutter, or storm drain.

12. **Mitigation Measure 6:**

Non-Hazardous Construction and Demolition Debris Recycling, Processing and Transfer Station; Temporary Fencing Storage and Construction and Demolition Box Hauling.

- a. All outdoor equipment and materials storage areas must be covered and bermed, or must be designed with best management practices to limit the potential for runoff to contact pollutants.
- b. Outdoor Process Equipment Areas (such as process equipment areas associated with industrial activity): Process equipment areas must not discharge to the storm drain system.

- c. Storage areas containing non-hazardous liquids must be covered by a roof and be contained by berms, dikes, liners, vaults or similar spill containment devices. Discharge to the storm drain system is prohibited.
- d. Protect materials stored outside from rainfall and wind dispersal.
- e. Protect materials stored outside from stormwater contact and/or run-on.
- f. Dust suppression system, provided for each load leaving the yard shall be maintained and fully functional at all times to mitigate airborne contaminants from leaving the site (by means of vehicles, equipment, trailers, air, and surface waters).

13. **Mitigation Measure 7:**

Employee Training

- a. Train employees on stormwater best management practices;
- b. Train staff on the proper maintenance of the facility.
- c. Train employees on the facility's spill control plan and proper spill containment and cleanup procedures.
- d. Establish a regular training schedule, train all new employees, and conduct annual refresher training.
- e. Use a training log or similar method to document training.

14. **Mitigation Measure 8:**

Miscellaneous

- a. Keep outside areas free of trash and debris.
- b. All on-site storm drain inlets shall be cleaned at least once per year immediately prior to the rainy season. Additional cleaning may be required by the City.
- c. Prior to operations, all on-site storm drain inlets shall be clearly stenciled "No Dumping, Drains to Bay."

15. **Mitigation Measure 9:**

Applicant is required to be listed on StopWaste.Org's mixed C&D Facility Diversion/Recycling rate report which requires completing information on the Mixed C&D Facility Diversion Document Report and also agree to a site visit by StopWaste.Org staff to verify recycling activities at the facility. <http://www.stopwaste.org/resource/reports/diversionrecycling-rates-local-mixed-cd-processing-facilities>

16. **Mitigation Measure 10:**

If the facility hauls mixed C&D debris to a landfill for use as Alternative Daily Cover (ADC), which is a lower quality use than recycling, it is required to be a landfill that meets state ADC requirements, which require reducing the size of the material, not just spreading of materials. Materials should only go to landfills that have the capacity to size reduce C&D materials to a grain size specification by volume of ninety-five percent less than twelve inches and fifty percent less than six inches as determined by the EA and meet all State ADC requirements found here:

17. **Mitigation Measure 11:**

Only the City of Hayward franchised hauler is allowed to provide debris box rental and collection for C&D materials. The Hayward Transfer Station is not allowed to provide debris box rental and collection for C&D materials.

18. **Mitigation Measure 12:**

Hayward Transfer Station shall maintain a Load Check Program that requires personnel to check all loads. The operator shall provide the City with copies of the written inspections conducted by the Alameda County Environmental Health Department, the results of those inspections, and Applicant's response plan.

19. **Mitigation Measure 13:**

Facility Description and Plan (Plan): The applicant shall submit a revised Plan to indicate its best management practices to comply with the conditions below.

- a. CDI debris stored for more than fifteen days that has not been processed and sorted for resale or reuse shall be subject to enforcement action

Applicant's intention is to shall transfer CDI and clean source separated materials more frequently than the subject requirement.

- b. 17383.5(c) CDI that has been processed and sorted for resale or reuse may be stored on site for up to one year or will be subject to enforcement action "Operator intention is to shall transfer clean source separated materials more frequently than the subject requirement."
- c. 17383.5(d) Maximum amount of material on site, including unprocessed, being processed, processed, is 30 days times the amount of material multiplied by the maximum amount of material permitted each day. Applicant's intention is to transfer CDI and clean source separated materials frequently so as not to exceed the subject requirement.

20. **Mitigation Measures 14:**

Provide Monthly Reports of All Inbound and Outbound Materials -Reports are required for each month when some portion or all of the facility is operating. The monthly reports indicating all inbound tonnage delivered to and outbound materials removed from the Applicant's site, whether for recycling or landfilling,

- a. For all incoming loads, whether for recycling or landfilling, data shall include the truck number, truck weight (GVW and tare), the net weight of each load, and the name, street address and city of each location from which the loads were transported.
- b. For each outbound load, provide tons by material type and indicate the designated end use for each of those material types, including whether each material type is to be recycled (including mulch, bio mass, and compost), used for beneficial reuse or landfilled, and the facility name, address and contact phone number where the indicated activity took place.

- c. Prior to StopWaste.Org's Mixed C&D Facility Diversion/Recycling Rate Report, the applicant shall submit all documents recording the recycling rate to the City at least twice annually.

Each monthly report shall be submitted to the City's Solid Waste Manager and is due by the 15th of the following month. Timely receipt of the monthly reports is required because this data is required for the City to complete reports to CalRecycle in accordance with state law. If the Applicant fails to provide the requisite reports on the due date and does not confirm that the data will be provided on the following Monday, then staff may initiate appropriate enforcement action including the assessment of fines and up to and including revocation of the Administrative Use Permit within ten (10) days of the late submittal.

21. **Mitigation Measure 15:**

All abandoned debris, regardless of the type of materials or quantity, shall be removed daily from the Enterprise Avenue right-of-way within 300 feet of any property line of the facility. All costs related to such removal shall be borne exclusively by the Applicant or subsequent operator/owner.

22. **Mitigation Measure 16:**

Pursuant to the City's Franchise Agreement with Waste Management of Alameda County, contractors other than Waste Management of Alameda County may collect Construction and Demolition Debris only under these provisions:

"Construction and Demolition Debris which is: (1) removed from a premise by a licensed contractor as an incidental part of a total construction, remodeling, or demolition service offered by that contractor, rather than as a separately contracted or subcontracted hauling service using debris boxes or similar apparatus; or (2) directly loaded onto a fixed body vehicle and hauled directly to a facility for Recycling, Composting or Disposal and that holds all applicable permits."

23. **Mitigation Measure 17:**

Daily sweeping of the entire parcel beginning one hour prior to each day that the facility is in operation, and ending one hour after the facility has closed for the day to Reduce Litter and Other Debris from Escaping the Facility and to Deter Rodents.

24. **Mitigation Measure 18:**

Trucks may only deliver materials during the facility's approved operating hours and trucks may not block access to nearby businesses: All loads must also be covered to prevent any materials from blowing out of the vehicles. Failure to do so could result in fines assessed.

25. **Mitigation Measure 19:**

If the facility is not operating for any reason, operator may not accumulate any additional materials on site.

26. **Mitigation Measure 20:**

The Applicant/operator shall regularly update the Facility Description and Plan, including a list of all facilities that deliver materials for processing to that facility, along with the address, contact name and phone number for each of those facilities. Regular updates to the Plan shall be submitted to City of Hayward, Solid Waste Manager.

27. **Mitigation Measure 22:**

The Applicant/operator shall recycle 100 percent of all concrete and asphalt and fifty percent of all other materials, in order to be consistent with the City of Hayward's C&D Ordinance. The requirement to recycle all of the concrete and asphalt and fifty percent of all other materials shall exclude such uses as Alternative Daily Cover and Other Beneficial Reuse.

28. **Mitigation Measure 23:** Construction and demolition materials used as Alternate Daily Cover must conform to state law and permit requirements:

<http://www.calrecycle.ca.gov/Laws/Regulations/Title27/ch3sb4a.htm#Article2>.

29. **Mitigation Measure 24:**

Compliance with these regulations requires a sufficient area, including floor space to rigorously sort and segregate for recycling these co-mingled materials and large storage areas for transfer of the materials. The area is to be approved by City of Hayward, Solid Waste Manager.

30. **Mitigation Measure 25:**

If the facility hauls mixed C&D debris to a landfill for use as Alternative Daily Cover (ADC), which is a lower quality use than recycling, it should be a landfill that meets state ADC requirements, which require reducing the size of the material, not just spreading of materials. Materials should only go to landfills that have the capacity to size reduce C&D materials to a grain size specification by volume of ninety-five percent less than twelve inches and fifty percent less than six inches as determined by the EA and meet all State ADC requirements found here:

<http://www.calrecycle.ca.gov/Laws/Regulations/Title27/ch3sb4a.htm#Article2>

Landscape

31. The landscape and irrigation plans are to be to the satisfaction and shall be approved by the City of Hayward, Landscape Architect with the following conditions:

- a. Existing Enterprise Avenue frontage landscape is located in Public Right-Of-Way. The ten-foot-wide front setback area shall be provided along the Enterprise Avenue frontage in compliance with Zoning Ordinance for Industrial District. Required setback areas except for permitted driveways and walkways shall be landscape with water-conserving trees, shrubs, ground cover, or a combination thereof. The sole use of bark, decorative paving, or decorative rock shall not be allowed. Trees shall be a minimum one 24-inch-box size per twenty to forty linear feet of frontage.

- b. Where landscape area adjoins driveways or parking areas, Class B Portland Cement concrete curbs shall be constructed to a height of six inches above the finished pavement.
 - c. The end of parking rows shall be capped with landscape islands and shall be planted with tree, shrub, ground cover, or a combination thereof.
32. Prior to issuance of the first building permit, detailed landscape and irrigation plans shall be reviewed and approved by the City Landscape Architect and shall be a part of approved improvement plans and the building permit submittal. The plans shall be prepared by a licensed landscape architect and comply with the City's *Bay-Friendly Water Efficient Landscape Ordinance, Hayward Environmentally Friendly Landscape Guidelines and Checklist for the landscape professional, and Municipal Codes*.
33. Automatic weather based water efficient irrigation system shall be installed within all required landscaped areas.
34. Backflow prevention assembly shall conform to the City Standard SD-202.
35. Landscaping shall be maintained in a healthy, weed-free condition at all times and shall be designed with efficient irrigation practices to reduce runoff, promote surface filtration, and minimize the use of fertilizers and pesticides, which can contribute to runoff pollution. The owner's representative shall inspect the landscaping on a monthly basis and any dead or dying plants (plants that exhibit over thirty percent dieback) shall be replaced within ten days of the inspection. Three inches deep mulch should be maintained in all planting areas. Mulch should be organic recycled chipped wood in the shades of Dark Brown Color. Trees shall not be severely pruned, topped or pollarded. Any trees that are pruned in this manner shall be replaced with a tree species selected by, and size determined by the City Landscape Architect, within the timeframe established by the City and pursuant to the Municipal Code. Irrigation system shall be tested periodically to maintain uniform distribution of irrigation water; irrigation controller shall be programmed seasonally; irrigation system should be shut-off during winter season; and the whole irrigation system should be flushed and cleaned when the system gets turn on in the spring.

Fire Department

General

36. Approved fire apparatus access roads shall be provided for every facility, building or portion of a building hereafter constructed or moved into or within the jurisdiction. The fire access apparatus access road shall extend to within 150 feet of all portion of the facility and all portions of the exterior walls of the first story of the building as measured by an approved route around the exterior of the building or facility.

Identify fire apparatus road on the site plan. In another word, building shall be built within 150 feet hose lay distance of a fire access road.

37. Fire apparatus access roads shall have an unobstructed width of not less than twenty feet. The minimum fire apparatus access road with fire hydrant(s) is twenty-six feet.
38. Fire apparatus access roads shall be designed and maintained to support the imposed load of fire apparatus 75,000 pounds and shall be surfaced so as to provide all-weather driving capability.
39. Dead-end fire apparatus access road in excess of 150 feet in length shall be provided with a turnaround meeting the Hayward City Standard and the 2007 California Fire Code Section D103. The outside radius shall be a minimum forty-five feet and inside radius to be 19.8 feet (WB-50 template).
40. Fire apparatus access roads twenty to twenty-six feet wide shall be posted on both sides as a fire lane, twenty-six feet to thirty-two feet shall be posted on one side of the road as a fire lane. "No Parking" sign shall meet the City of Hayward Fire Department fire lane requirements.
41. Where a portion of the facility or building hereafter constructed or moved into or within the jurisdiction is more than 400 feet from a hydrant on a fire apparatus access road, as measured by an approved route around the exterior of the facility or building.
42. The new fire hydrant shall be located along fire access road and the location of fire hydrants shall be approved by fire department.
43. Fire hydrants shall be placed at least fifty feet from the building to be protected. Where it is not feasible to place them at that distance, they may be in closer proximity in approved locations.
44. Type of fire hydrant(s) to be installed shall be Double Steamer Hydrant (Clow Valve Co. Model 865 with one 2-1/2 inch outlet and two 4-1/2 inch outlets). Fire hydrant(s), when installed as part of the fire sprinkler system service line, shall be installed on the line so as to remain independently controlled and in operable condition when the fire sprinkler system is closed.
45. Identify the location of Fire Department connection on a revised site plan. It shall be located on the street/fire apparatus access side of buildings, within 100 feet to a fire hydrant, fully visible and recognizable from the street or nearest point of fire department vehicle access. Fire department connection shall be so located that fire

apparatus and hose connected to supply the system will not obstruct access to the building for other fire apparatus.

46. Identify the gate on the plan to be submitted to the Fire Department for review and approval prior to building permit submittal. The minimum width of the gate is twenty feet. A key switch is required and mounted on a stationary place on the outside of the gate. The key switch shall be mounted three to five feet above ground. The key switch shall be purchased from Hayward Fire Department.
47. Fire sprinkler system shall be provided in the building with combustible liquids in accordance with the latest NFPA 30.
48. Secondary containment shall be provided in accordance with the California Fire Code, including water volume of twenty minutes sprinkler water flow.

Hazardous Materials Division

49. Formal plans shall be submitted for review to the City of Hayward Fire Department through the City of Hayward Building Department.
50. Alternate Means of Protection (AMP) document shall be submitted and approved.
51. Secondary containment is required for all cooking oil tanks. Attach signage identifying contents of each tank and attach new NFPA 704 placards. In addition, include the secondary containment calculations for new concrete bermed tank trailer storage yard.
52. Provide a complete chemical inventory for the Waste Cooking Oil Recycling processing storage facility. Contact the Hazardous Materials Division for a copy of the City of Hayward Fire Department's Chemical Inventory form at (510) 583-4927.
53. Per our discussions the plans will be submitted in two phases; Phase 1 will involve storing waste cooking oils on a temporary basis in existing tanks under the MAQ volumes in the 2010 California Fire Code, and Phase 2 will involve the installation of building sprinklers per the City of Hayward Fire Department standards and the full use of all cooking oil tanks in the building.
54. Facility is to have the federally mandated SPCC plan onsite and available for inspection.
55. The future proposed exterior tanks identified on this plan shall require the submittal of plans and the approval of the City of Hayward Fire Department.

56. Per our meeting discussions, porta potty liquid disinfectants will not be stored on-site and will only be added and mixed at off-site locations.
57. Violations. Violation the conditions of approval and any related permit requirements may result in revocation at a public hearing before the Planning Commission.

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**ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY (ACWMA)
RESOLUTION #WMA 2014 -4
MOVED: Tam
SECONDED: Worthington**

**AT THE MEETING HELD MAY 28, 2014
THE AUTHORITY ENCOURAGES HIGHER PAY AND HEALTH INSURANCE BENEFITS
FOR RECYCLING WORKERS IN ALAMEDA COUNTY**

WHEREAS, the ACWMA's vision statement seeks for the ACWMA to be a national leader in pursuing effective solutions that reduce the waste of material and other natural resources and, in doing so, accomplish other goals including creating jobs and other forms of social betterment for the residents of Alameda County; and

WHEREAS jobs in public sanitation traditionally have provided families with solid middle-class incomes; and

WHEREAS recycling workers, who do the dirty, difficult and sometimes dangerous job of processing recyclables, provide an essential public service that benefits the County's residents, businesses and visitors, and are vital to our and our member agency's efforts to minimize waste; and

WHEREAS recycling workers deserve a wage sufficient to support their families without public assistance, as well as affordable family health insurance; and

WHEREAS, the City of Fremont has shown by example that it is possible to raise wages for recycling workers with only a modest rate increase for rate payors;

NOW THEREFORE, BE IT RESOLVED that the Alameda County Waste Management Authority hereby encourages its member agencies and private employers of recycling workers in Alameda County to consider implementing the pay scale approved by the City of Fremont for recycling workers ("Schedule A" from the City of Fremont, attached; note that the effective dates are January 1st of each calendar year), and actions to provide quality, affordable health insurance for these workers and their families.

Passed and adopted this 28th day of May, 2014 by the following vote:

AYES: Biddle, Carson, Cutter, Halliday, Kalb, Maass, Natarajan, Rood, Tam, West, Worthington
NOES: None
ABSTAIN: None
ABSENT: Ellis, Freitas, Landis, Pentin, Sadoff, Turner



Gary Wolff, Executive Director

SCHEDULE A

CLASSIFICATION	EFFECTIVE DATES					
	14	15	16	17	18	19
Mechanic	\$26.93	\$27.94	\$29.00	\$30.11	\$31.27	\$32.49
Equipment Operator	\$21.33	\$22.34	\$23.40	\$24.51	\$25.67	\$26.89
PM Maintenance Tech	\$17.83	\$18.89	\$20.02	\$21.21	\$22.48	\$23.82
Scale House	\$17.82	\$18.87	\$19.98	\$21.16	\$22.41	\$23.74
Laborer (Site Maintenance , Spotters, Rakers)	\$14.66	\$15.75	\$16.93	\$18.19	\$19.55	\$21.01
Laborers trained and authorized to use the riding sweeper	\$14.89	\$15.98	\$17.16	\$18.42	\$19.78	\$21.24
Sorter	\$14.59	\$15.68	\$16.86	\$18.12	\$19.48	\$20.94
Baler Operator	\$17.69	\$18.74	\$19.85	\$21.03	\$22.28	\$23.61
Buyback Operator/HHW	\$17.51	\$18.56	\$19.67	\$20.85	\$22.10	\$23.43
Forklift Operator	\$17.69	\$18.74	\$19.85	\$21.03	\$22.28	\$23.61

Foreperson:

A Foreperson will receive \$1.25 per hour above the highest rate working in his/her group.

From: [Debra Kaufman](#)
To: [Arliiss Dunn](#)
Cc: [Gary Wolff](#)
Subject: FW: FW: copy of wage resolution
Date: Tuesday, April 14, 2015 11:20:01 AM

Here is the e-mail from Rick Mauck for the packet (CoIWMP item). Thanks.

From: rickmauck [mailto:rickmauck@yahoo.com]
Sent: Friday, April 03, 2015 2:48 PM
To: Debra Kaufman
Cc: Todd Fitch; Mike Tejero
Subject: RE: FW: copy of wage resolution

Hayward Transfer Station, LLC owners have reviewed what you sent and will pay Hayward Transfer Station employees comparable wages.

Sent via the Samsung GALAXY S@4 Active™, an AT&T 4G LTE smartphone

----- Original message -----

From: Debra Kaufman
Date: 2015/03/26 3:10 PM (GMT-08:00)
To: rickmauck@yahoo.com
Cc: "Vera Dahle-Lacaze (vera.dahle-lacaze@hayward-ca.gov)"
Subject: FW: copy of wage resolution

Hi Rick,

Attached is a copy of the resolution our Board had adopted along with an attachment showing wage recommendations. Can you let me know if the facility plans on paying wages comparable to these? Thanks.

Debra

Debra Kaufman
Senior Program Manager | StopWaste
1537 Webster St. | Oakland, CA 94612
p: (510) 891-6519 | f: (510) 893-2308

Please note I am in the office Tuesday – Friday

www.StopWaste.org

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April 16, 2015

To: Alameda County Waste Management Authority Board (WMA)
Alameda County Source Reduction and Recycling Board (RB)
The Energy Council (EC)

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

Subject: Proposed FY 2015/16 Budget

Background

This memo transmits the proposed FY2015/16 Agency Budget, which includes appropriations by the WMA, RB, and EC (Attachment A). A budget presentation will be made by staff at the joint meeting on April 22, 2015. Financial highlights of the budget proposal include:

- A budget with total expenditures of \$37.9 million and total revenue of \$38.3 million
- Total estimated fiscal year-end fund balances (including the RLF) of approximately \$13.7 million
- Total estimated fiscal year-end reserves of approximately about \$13.4 million
- Core expenditures of approximately \$11.3 million and core revenue of approximately \$12.4 million
- Core estimated fiscal year-end fund balances of approximately \$9.4 million

The core budget is those projects which are fee funded and over which the Boards have significant discretion, as described in more detail in the budget proposal. Non-core projects also involve some discretion by the Boards (for example, the Boards can choose whether or not to pursue grants in various work areas).

Draft resolutions that would adopt the relevant parts of the budget are provided in Attachments B, C, and D for the WMA, RB, and EC respectively. Consideration of action on the WMA and EC parts of the budget is scheduled for May 27th, and consideration of action on the RB part of the budget is scheduled for June 11th.

At last year's P&O/Recycling Board budget presentation, former board member Gordon Wozniak inquired as to our long-term pension liability, specifically with respect to some of the assumptions that CalPERS was using to project future rates. Additionally, the issue of pension liabilities has become very topical because the Governmental Accounting Standards Board (GASB) Statement No. 68 requires that pension liabilities be presented in audited financial statements beginning with the audit for FY14/15 that will begin this summer. Accordingly, we prepared Attachment E to discuss those issues, and intend to bring some options for reducing pension liability to the Boards before the end of the calendar year (that is, around the middle of the fiscal year).

Recommendation

None. This item is for information.

Attachment A: Proposed Budget for FY 15/16 - page 43

Attachment B: Draft WMA Budget Resolution - page 179

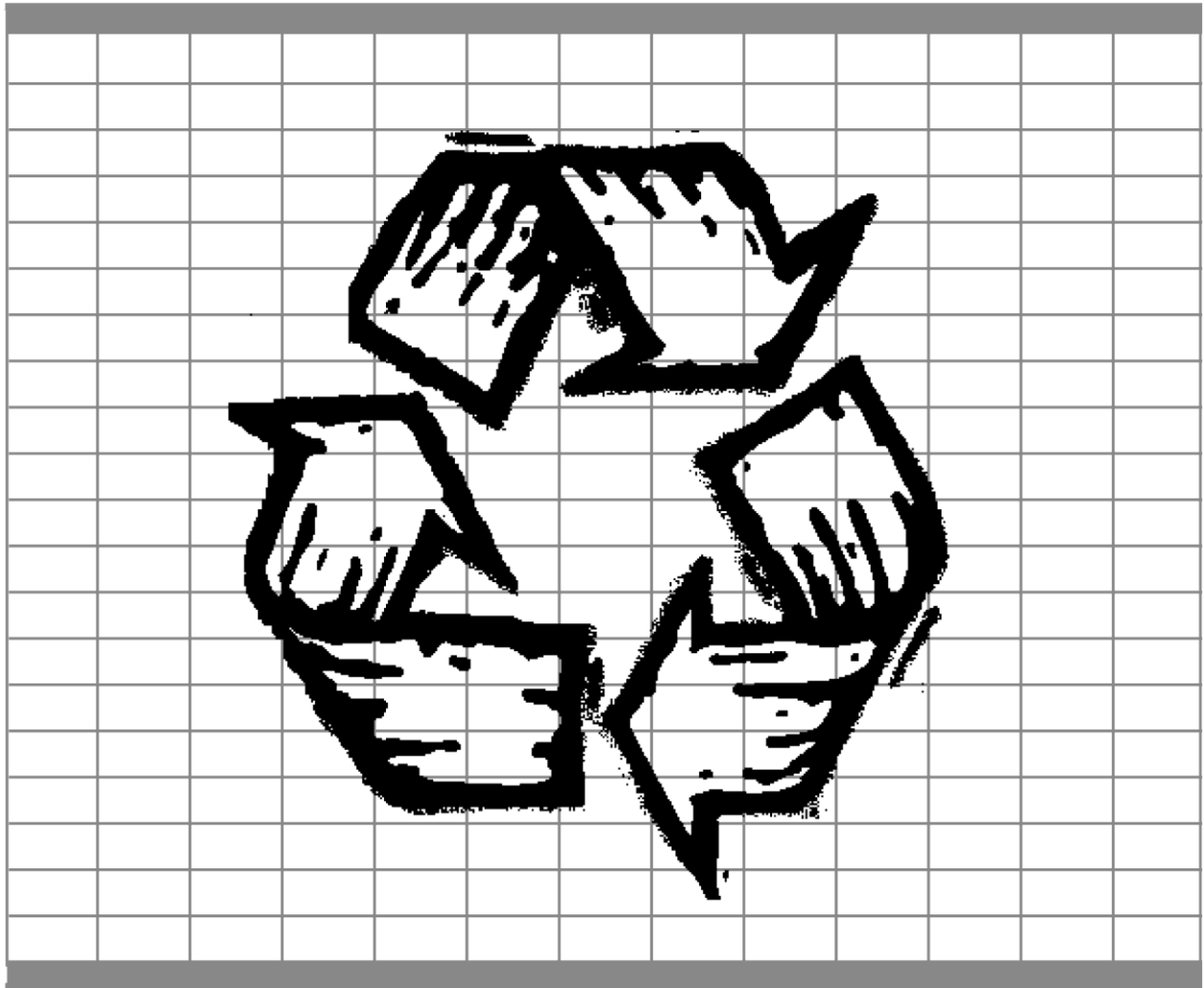
Attachment C: Draft EC Budget Resolution - page 207

Attachment D: Draft RB Budget Resolution - page 213

Attachment E: Discussion of Unfunded Liabilities: - page 221



DRAFT Annual Budget Fiscal Year 2015-16





Mission Statement

The Waste Management Authority, the Source Reduction and Recycling Board, and the Energy Council form an integrated Agency dedicated to achieving the most environmentally sound solid waste management and resource conservation program for the people of Alameda County.

Within this context, the Agency is committed to achieving a 75% and beyond diversion goal and promoting sustainable consumption and disposal patterns.

In achieving this goal, the Agency will:

- Provide strategic planning, research, education and technical assistance to the public, businesses and local governments.
- Initiate innovative programs and facilities to maximize waste prevention, recycling and economic development opportunities.
- Serve as a pro-active public policy advocate for long-term solutions to our challenges.
- Partner with organizations with compatible goals.

**Alameda County Waste Management Authority
Alameda County Source Reduction and Recycling Board
The Energy Council**

1537 Webster St.
Oakland, California 94612
(510) 891-6500
FAX (510) 893-2308
Email: acwma@stopwaste.org
www.StopWaste.Org

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April 15, 2015

Board Members:

This document presents the combined budget (“budget”) for the Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board and the Energy Council for FY15/16. This budget implements the sixth year of the Agency's ten-year Strategic Workplan adopted in July 2010, and continues to implement the *County Integrated Waste Management Plan (CoIWMP)* and *Alameda County Source Reduction and Recycling Plan Vision 2010: 75% and Beyond (SRRP)*.

Agency expenditures for all projects in FY15/16 total \$37,867,490. This includes the Revolving Loan Fund (RLF), Measure D disbursements, and the Recycling Board Recycled Product Purchase Preference Program (RPPP), where spending levels are specified by formula in the County Charter or depend on loans made or repaid, over which we have limited control. In addition, this total includes about \$12.6 million of grant or other external funding that we received, and the full cost of the countywide household hazardous waste (HHW) program of approximately \$6.4 million. (That program is mostly implemented through Memoranda of Understanding with the County of Alameda and the City of Fremont).

Consequently, we find it useful to track a “core budget” that reflects spending over which the Boards have significant discretion.¹ The core budget for FY15/16 is \$11,345,324, which is \$187,635 higher than in FY14/15 (about 1.7%), but \$1.9 million (about 14.2%) lower than the core budget in FY10/11 when our Strategic Workplan was adopted and implemented. Since inflation in the last year was 2.5% (February 2014 to February 2015), this increase seems very reasonable.

Core revenues (that is, total revenues minus repayment to the RLF, revenues equal to the County Charter mandated Measure D disbursements to member agencies and the County Charter mandated RPPP, revenues to support the countywide HHW program, and grant and other external revenues) are estimated to total \$12,399,155. Consequently, estimated core revenues exceed core expenditures by approximately \$1.1 million. However, this estimated surplus is based on only six months of San Francisco mitigation funding that is projected to end in December, 2015, as the City will have reached its disposal capacity at the Altamont Landfill.

Six years of discipline to control costs and maximize revenue from existing fees has positioned us to address our future ‘fiscal cliff’ smoothly, assuming we continue to spend prudently. Our estimated year-end fund balances for FY15/16 (around \$9.4 million, excluding the new HHW program fund balance which may be spent only for the HHW program, and RLF) should enable us to continue to provide beneficial services to our stakeholders, in accordance with our governing plans, through at *least four more* fiscal years (the budget before you now, and FYs 16/17, 17/18 and 18/19) without new fee actions or significant cuts in the core budget.

¹ Because the HHW Point of Purchase Alternatives project (project 1240, for \$243,394) is funded with the new HHW fee adopted last year, we've removed this expenditure from the core in order to be consistent with past practice. That is, because we have little discretion about this expenditure, it no longer belongs in the core.

In addition, we will continue to pursue external funding to both leverage our fee revenues and to diversify our funding base. This approach is especially relevant for projects in the Product Decisions program group, where our external funding success to date demonstrates this is a viable fiscal strategy. The creation of the Energy Council is an important governance innovation that has already helped in this regard, as has our continued partnerships with water agencies to simultaneously reduce solid waste and water waste.

We will also continue to explore every reasonable opportunity to strengthen the agency's fiscal condition. The waste reduction mission the voters charged us with 25 years ago, and the assurance of adequate and reasonably priced landfill capacity that in part led to the formation of our Joint Powers Authority 39 years ago, require sustained effort and adequate funding over a long time span.

Preparation of the budget was a collaborative effort. I want to especially thank Pat Cabrera, Gina Peters, Tom Padia, Wendy Sommer, Jeff Becerra, Arliss Dunn, Anette Henderson, Nisha Patel, Mark Spencer, Meghan Starkey and Sophia Rodriguez. I also want to acknowledge the efforts of all of our staff and our many external stakeholders, including member agency staff and regulated haulers, who are working together to implement the new approaches outlined in our Strategic Workplan.

I also want to thank the members of the WMA and RB Boards and the Energy Council in advance for your cooperation and insights as we discuss this budget proposal. I look forward to hearing your ideas and suggestions as we work together to increase the effectiveness of our Agency through our adaptive, strategic approach.

Sincerely,

A handwritten signature in blue ink, appearing to read 'G. Wolff', is positioned above the printed name.

Gary Wolff, P.E., Ph.D.
Executive Director

Annual Budget Fiscal Year 15/16

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PROGRAM OVERVIEW

This budget implements year six of the Agency's Strategic Workplan adopted by both boards in July 2010, with projects arranged in the three program groups: Product Decisions; Discard Management; and Communications, Administration and Planning (CAP).

Program groups are arranged in three “series.” The 1000 series is for Product Decisions, 2000 for Discard Management, and 3000 for CAP. Work areas within each program group are numbered in multiples of 100; e.g., 1100 is the designation for the Bay Friendly work area under the Product Decisions (1000) program group. Individual projects are listed within the appropriate work area. Projects funded by fee revenues end in multiples of “10,” e.g., 2110 is the project number for the Construction and Demolition Recycling project, which is funded from core revenues. This project is part of the Processing Facilities work area (2100), which is part of the Discard Management (2000) program group. Projects that are externally funded are denoted with endings in multiples of “1,” e.g., project 1152 is the grant funded portion of the Water Efficient Landscape Prop 84 Round II project (1150), which resides within the Bay-Friendly work area (1100) under the Product Decision program group (1000).

There is one exception to these rules: project 2312 (HHW Facilities) is numbered as if it is externally funded because until last fiscal year it was funded from a trust fund controlled by the County, external to our budget. That project is now included in our budget, and could be renumbered to end in a multiple of “10.” However, doing so would make review of the spending history less transparent, so we've left the numbering alone.

We call the fee funded projects over which the Boards have significant discretion the “core,” and report both core spending and core revenues as a subset of this budget. Table 2 provides a list of projects included in the core (page II-8). To be clear, the core excludes projects over which the Boards do not have significant spending discretion: the Revolving Loan Fund (RLF), Measure D disbursements, the Recycling Board Recycled Product Purchase Preference Program (RPPP) -- where spending levels are specified by formula in the County Charter or depend on loans made or repaid -- about \$12.6 million of grant or other external funding that we expect to receive, and the countywide household hazardous waste (HHW) program. (The HHW program is mostly implemented through Memoranda of Understanding with the County of Alameda and the City of Fremont, under which we will pay them about \$6.2 million in FY15/16.)

The budget has two appendices that provide context for the budget proposal. Appendix A contains sustainability indicators that have been tracked annually since 2003, when the Recycling and Waste Management Boards decided that this type of information provided important context for what we do as an organization. Appendix B contains lists of activities between now and 2020 that staff may be doing, subject to Board approval of future budgets. Appendix B updates a similar appendix to the Strategic Workplan 2020. The Strategic Workplan called for annual updates of this type.

Some highlights of activities within the three program groups are listed below.

Product Decisions

- Continue supporting institutional food service operations in reducing food waste through tracking and prevention tools, staff training, technical assistance, and grants for food waste prevention/donation initiatives.
- Develop vendor partnerships to provide matching discounts on reusable transport packaging equipment and technical assistance to businesses in Alameda County.
- Participate in policy and standards development to ensure recycled content building materials are promoted. Manage the Quantity Quotes preferred purchasing platform, which includes enhancements to the web platform and outreach to users.
- Improve the market for local recycled bulk compost and mulch by providing educational events and promotional campaigns, and by maintaining strategic partnerships with groups such as the U.S. Composting Council; American Society of Landscape Architects, Northern California Chapter (ASLA-NCC); California Landscape Contractors Association, East Bay Chapter (CLCA-EB); and California Organics Recycling Council (CORC) and other public agencies.
- Pursue funding from and partnerships with like-minded organizations for Product Decisions, e.g., through the Energy Council for energy efficiency and energy/water nexus projects and Bay Friendly Prop 84 funding.
- The Energy Council will be continuing Energy Upgrade California activities through the Bay Area Regional Energy Network (Bay REN), launching new energy efficiency programs and offering energy audits, rebates, technical assistance and contractor trainings.
- Continue implementation of the reusable bag ordinance.
- Support increased participation at HHW facilities and one-day events through a multi-tiered campaign that coordinates with shared audiences in other projects, such as multi-family.
- Implement Phase 2 for retailer outreach on the cost of HHW product disposal, proper disposal and “Buy Smart” messaging. Continue our focus on pesticide and paint disposal through partnerships with Our Water Our World and Paint Care.

Discard Management

- Continue to work with member agencies to support Construction and Demolition (C&D) Debris ordinance and State Building Code enforcement and facilitate recognition of 3rd party certified recycling rates at mixed C&D debris processing facilities.
- Continue the Ready, Set, Recycle campaign with an emphasis on food scrap recycling. This project also includes the elementary school 4R’s Student Action Projects and middle/high school Service Learning projects.

- Continue to conduct data collection and analysis to assess recycling performance of single family, multi-family and commercial accounts in Alameda County. Continue to provide an annual benchmarking report to track and report community and business type progress toward the goal of having less than 10 percent readily recoverable material in the garbage by 2020. This project will be revisited in 2016.
- Continue to provide outreach, technical assistance and enforcement to promote compliance with both Phase I and Phase II of the commercial and multi-family mandatory recycling ordinance. Continue enforcement of the plant debris landfill ban adopted in January 2009.
- Continue to manage and report on diversion activities at Davis Street Transfer Station pursuant to our agreement in support of their C&D waste sorting line. This agreement ends in March, 2016.
- Continue free elementary school transfer station tours and school recycling infrastructure technical assistance.
- Continue other member agency support activities such as the Measure D disbursements.
- Continue offering low interest loans and grants to qualified non-profit entities and businesses that promote diversion and/or the development of recycled content products.

Communications, Administration and Planning

- Produce at least one publication that describes the Agency's purpose, activities, and outcomes.
- Apply consistent use of behavioral science best practices in Agency outreach programs that focus on routine behaviors.
- Upon request, assist member agencies with residential organics recovery pilots, which test alternate week residential garbage collection and other means to increase compostables in the green cart.
- Continue to review and enhance our systems and policies when doing so may increase operational efficiency or the effectiveness of our work. Continue to provide career development and cross training opportunities for staff in order to strengthen the Agency's workforce, maximize staffing flexibility and increase overall efficiency.
- Continue to represent Agency priorities at the state level via legislative and regulatory processes including supporting legislation to reduce fee evasion. Continue to monitor and analyze legislation with an emphasis on actions that amend the California Integrated Waste Management Act, Extended Producer Responsibility and other legislation affecting residents, businesses and partners in Alameda County (e.g., member agencies).
- Continue member agency support and information activities through disposal tracking and reporting.

- Continue to provide oversight of the Authority owned parcels in the Altamont Hills including managing and negotiating leases, licenses and wind power agreements.
- Continue to monitor performance as provided in the cooperative agreements with Waste Management of Alameda County and Republic Services and continue enforcement of facility fee collection.

The project charters (Section IV) provide details for each project, including accomplishments in the last fiscal year, objectives and targets for the next fiscal year, and project budgets.

BUDGET OVERVIEW

Revenue

Revenue Estimates

Beginning in FY09/10, we estimated future revenue using a statistical analysis of disposed tons and we investigated various possible “determinants” of tons disposed, such as statewide unemployment, countywide industrial employment, countywide taxable sales, countywide value of construction permits issued, countywide resident population, and the consumer confidence index. We found that statewide unemployment and variables denoting the month of the year or the passage of time created the strongest explanations of variation in tonnages disposed for Alameda County jurisdictions and San Francisco, respectively.² Starting last fiscal year, we found that an indicator variable, also known as a “dummy” variable, at least partially captures the impact of government policies and programs in Alameda County.³ The revised model, with indicator variable, explains 80% of variability in the historic time series of Alameda County disposed landfill tonnages.

For the San Francisco FY15/16 tonnage projection (from which we receive revenue that is anticipated to end at about the end of the calendar year), we are continuing to utilize the original model. For the Alameda County FY15/16 tonnage projection, we are continuing to use the original model plus the recently added “dummy” variable. The Alameda County model provides an upper and lower confidence bound as well as a mid-range best estimate. In the past the San Francisco model also provided these confidence intervals but given that San Francisco will reach its contracted disposal capacity by December or so, this calculation is no longer useful. Unless San Francisco extends its use of the Altamont Landfill – which is not their plan – the remaining amount of fee revenue we will receive from them is fixed.

To address the uncertainty of the model’s projection the Authority and Recycling Boards approved the establishment of a fiscal reserve. This reserve totaled \$2.8 million in FY10/11 which was equal to the possible revenue shortfall if the lower bound tonnage were to occur rather than the mid-range best estimate. It took into account the normal lag time between the adoption and effective date of fee increases (six months) and therefore the time between a fee increase and the next opportunity to increase revenue (18 months). Therefore the reserve was established to cover 18 months, not 12 months of revenue shortfall. Based on this methodology, the reserve could be downsized to \$1.5 million (see Figure 2). However, we are not recommending this action at this time because our

² The month of year variable captures the importance of seasonal variation, which is relevant in Alameda County. The passage of time variable captures the importance of programmatic progress, which is visible in the San Francisco data but until recently was obscured by other factors in the Alameda County data.

³ Indicator variables are commonly used in economic forecasting to account for the occurrence of policy changes, etc. In the past, we have assessed whether an indicator variable to reflect the impact of agency policies and programs was statistically significant, and found no such statistically significant variable. However, the downward trend in landfill tonnages since 2006 or so was diverging from the historically flat trend line, so a manual adjustment to tonnage estimates was necessary to more accurately reflect the pattern of the data than the statistics provided alone. Starting last fiscal year we were able to stop using a manual adjustment because we found that the trend in tonnage was sufficient to render an indicator variable statistically significant.

revenue estimate for FY15/16 is based on an increase in Alameda County tonnages that might not occur based on data so far in FY14/15 (see next paragraph). We will review all reserves (and compare actual tonnages with the projection) as we develop a fiscal plan for addressing our pension liability. We anticipate doing that by mid-FY15/16.

We have been reasonably accurate in previous projections, but there is large uncertainty with any revenue forecasting process. The nation's best economists continually revise their forecasts for GDP growth, inflation, and unemployment. While we rely on the most current information available to develop our projections, the predicted economic conditions that we base our model around may or may not materialize. For example, tonnages through February show San Francisco's actual tonnage higher than the model by approximately 32,000 tons, while Alameda County tonnages are lower by approximately 40,000 tons (hopefully due to our programmatic efforts). If this trend continues, our core tonnage revenue will be less than projected, but given that we have both a fiscal reserve and higher than previously anticipated fund balances no changes to our current year budget are needed.

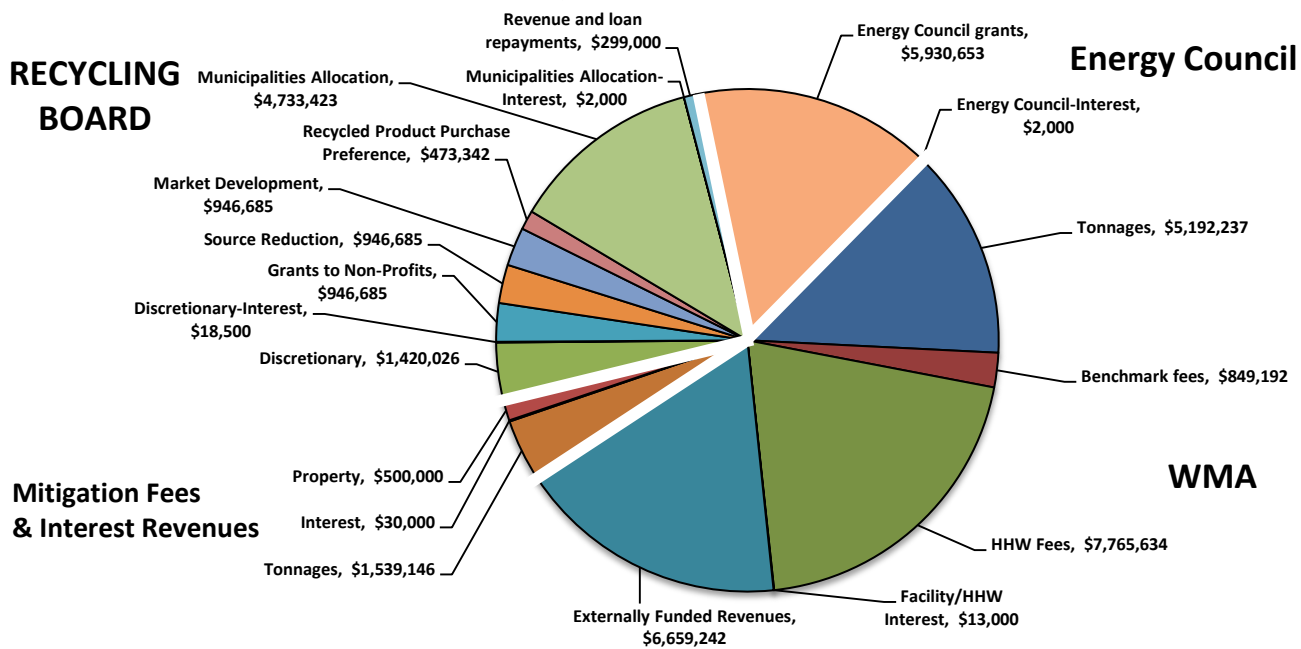
Based on the two statistical models (Alameda County and San Francisco County), we estimated that core tonnage revenue will total \$10,991,463. Tonnage related revenue comprises approximately 88.6% of the Agency's core revenue (that is, total revenue less external funding, repayment of loans to the RLF, Measure D revenue which is automatically disbursed to member agencies, the Recycled Product Purchase Preference (RPPP) pass through to the County, and HHW fee revenue). Benchmark fee revenue is estimated to total \$849,192, which includes new "opt- outs" (estimated to total \$2,000). Other core related revenues are interest and property (wind and rents) income which are projected to total approximately \$558,500. The Agency's total core revenue is estimated to be \$12,399,155.

In addition, estimated revenue (including interest) to support the countywide HHW program totals \$7,768,634. Prior to FY14/15, these revenues did not accrue to the Authority. HHW fee revenue (see box below) was historically deposited in a trust account with the County of Alameda. A new memorandum of understanding with the County, approved in July 2014, transfers the trust fund and responsibility for all HHW revenue management to us.

Furthermore, the Agency continues to secure external funding, which is estimated to total \$12,591,896 in FY15/16. Of this amount, \$5,932,654 is Energy Council funding. The remaining \$6,659,242 of grants to the Authority or pass-through funds, include the Used Oil Recycling and BayROC media campaigns at \$125,000 and \$100,000 respectively; Prop 84 grant funding for Bay-Friendly Water Efficient Landscapes Rounds II and III (\$6,069,992) and Bay-Friendly Schoolyards (\$64,250); and miscellaneous grants (\$300,000). The miscellaneous grants project is a "placeholder" appropriation which implements the grants policy allowing the Executive Director to accept grant awards and authorize corresponding expenditures of up to \$50,000 per grant. This appropriation is an upper-end estimate of what these smaller grants might total in the upcoming fiscal year. These sources of revenue are (or in the case of the miscellaneous grants will be) tied to specific spending and although many are multiple year projects, they are not considered part of the core budget.

Estimated total revenue not including the RPPP pass through, the Measure D disbursements and Revolving Loan Fund (interest and loan repayment) is \$32,759,685. The Revolving Loan Fund revenue and repayment is projected to total \$299,000, Measure D pass-through revenue is projected to total \$4,735,423 and the RPPP pass-through revenue is projected to total \$473,342. Agency revenue from all sources for FY15/16 is projected to total \$38,267,450.

Figure 1: Revenue Sources



Background on Fees

StopWaste levies various fees that help fund compliance with state and local waste reduction mandates. The Alameda County Waste Management Authority Facility Fee funds countywide recycling, waste prevention and planning efforts contained in the CoIWMP. This fee is currently \$4.34 per ton on all solid waste deposited either in an in-county landfill or on county waste deposited in other landfills within the State of California. The Household Hazardous Waste (HHW) Fee is currently \$2.15 per ton and is paid directly to the Alameda County Environmental Health Department for the operation of the countywide system of HHW collections. It is levied on wastes disposed in Alameda County and all wastes generated in Alameda County transferred through an in-county solid waste facility for out-of-county disposal. On May 28, 2014 the Alameda County Waste Management Authority Board adopted an additional HHW annual fee of \$9.55 per household.

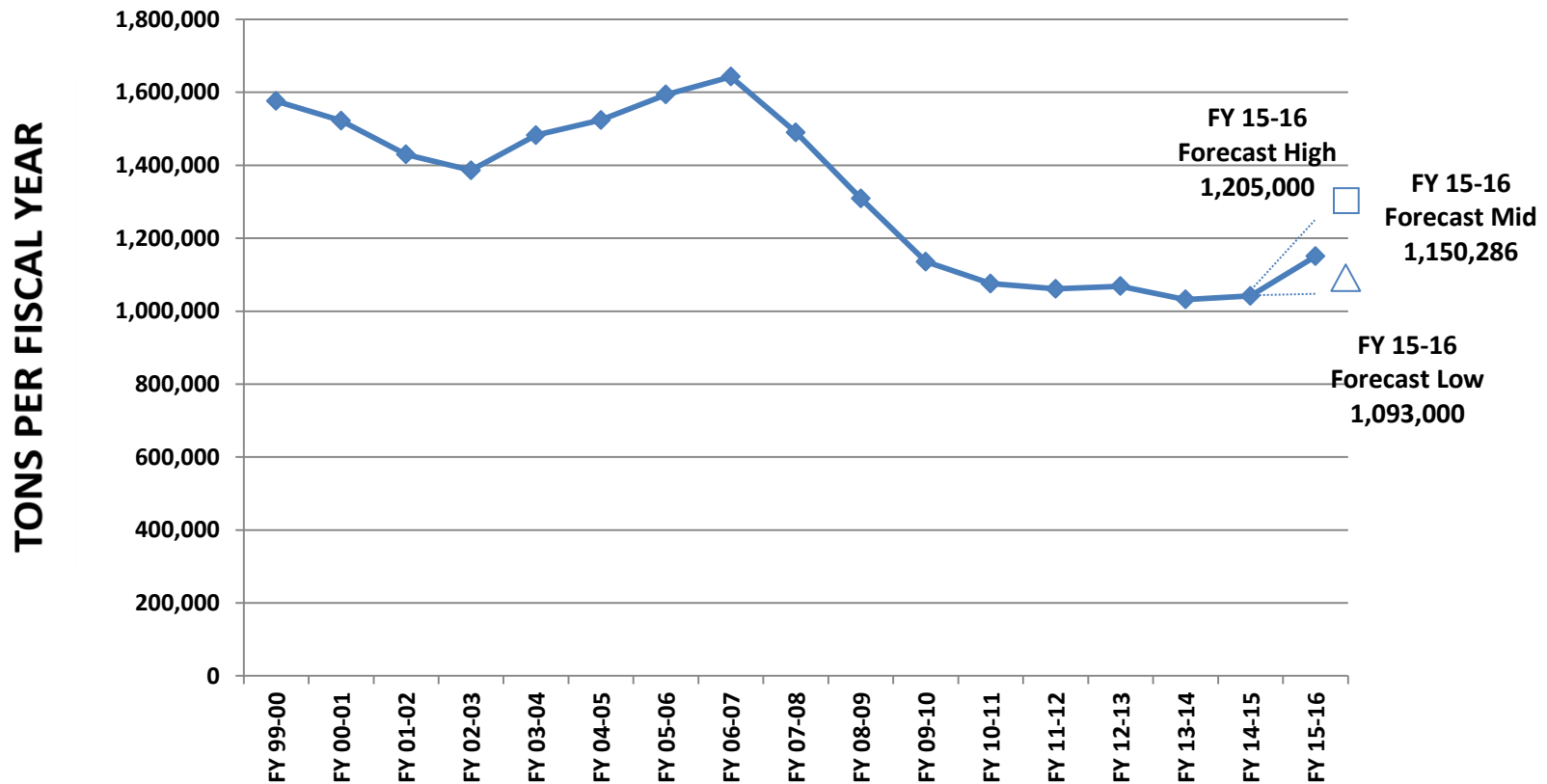
The Measure D Landfill Surcharge is collected on waste disposed at the Vasco Road and Altamont Landfills pursuant to a County Charter Initiative Amendment approved by the voters of Alameda County in November 1990. The surcharge is currently \$8.23 per ton. About 55% of these revenues are allocated to participating Alameda County municipalities for waste reduction efforts and about 45% are allocated to specified countywide waste reduction programs administered by StopWaste.

The City and County of San Francisco pays a per-ton Waste Import Mitigation Fee to StopWaste for waste disposed at Waste Management's Altamont Landfill, under a 1988 contractual agreement for the disposal of 15 million total tons of San Francisco waste. This Import Mitigation Fee is \$6.23 per ton as of October 1, 2014, and adjusts annually. This contractual San Francisco tonnage is exempt from the other fees collected or levied by StopWaste. It is expected that the 15 million ton limit will be reached at the end of 2015 and this contract will expire. The City and County of San Francisco are pursuing plans to send their wastes elsewhere after the expiration of this contract at Altamont Landfill.

An Import Mitigation Fee of \$4.53 per ton is collected on all wastes landfilled in Alameda County that originate out-of-county, other than those covered by the San Francisco contractual agreement.

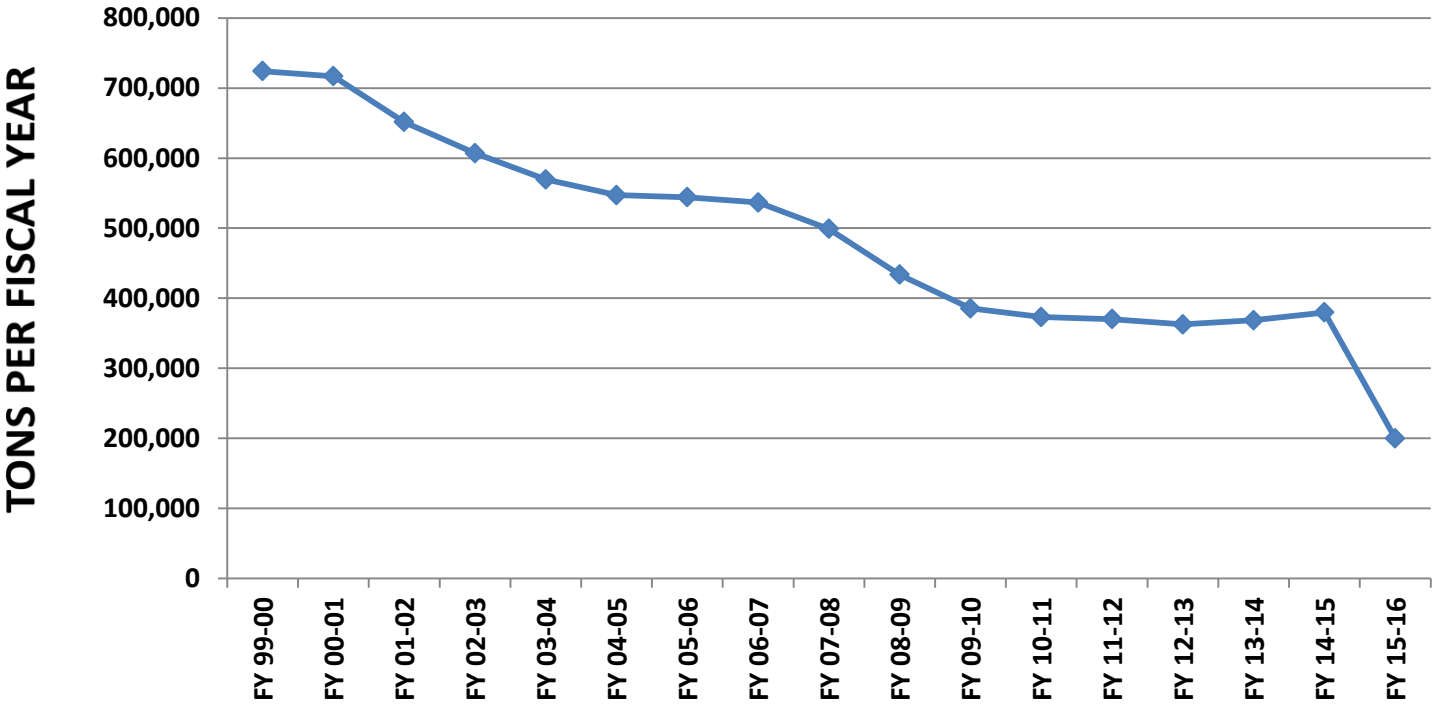
The "benchmark" fee became effective July 1, 2013. The purpose of the fee is to provide information services that allow disposed waste service account holders to better understand and take advantage of waste reduction opportunities such as recycling, composting of organic wastes, and waste prevention. These services include collecting and providing data on average and best practice waste composition and weight of waste, by customer class to the extent feasible, and a report to each account holder at least once per year. Depending on account size, the fees for FY14/15 ranged from \$1.85 to \$22.15 per year.

Figure 2: Historic and Forecast Disposal, Alameda County



FY14-15 tonnage estimate based on 8 months of data and 4 months of projection.
FY 15-16 tonnage estimate based on projection model

Figure 3: Historic and Forecast Disposal, San Francisco



FY14-15 tonnage estimate based on 8 months of data and 4 months of projection.
FY 15-16 tonnage estimate reflects the 200,000 tons remaining in S.F. Altamont contract

Expenditures

Total expenditures for all projects in FY15/16 are \$37,867,490 (WMA portion \$22,859,189; RB portion \$9,032,647, EC portion \$5,975,654). Expenditures, excluding the RLF, the Measure D disbursement and RPPP, but including reserve and externally funded projects, total \$31,487,383. Core expenditures total \$11,345,324. The following projects are funded either entirely or in part from reserves:

- \$387,700 from the MRF Capacity Expansion – Davis St reserve for the Materials Recovery Facility (MRF) project, pursuant to the agreement with Waste Management.
- \$111,271 from the Organics Processing Development (OPD) reserve to fund distribution of organics bins (a one-time capital expenditure) for use inside high organics generating businesses, as part of the Mandatory Recycling Implementation project.
- \$350,426 from the OPD reserve to fund the Residential Organics Recovery Pilots project, a one-time planning project to understand how much reduction in residential organics might result from providing compostable bags, and how much money might be saved in residential service by modifying the frequency of service (e.g., every other week) or the billing structure (e.g., pay per collection event).
- \$186,731 from the MRF reserve to fund a one-time subsidy to get diversion facilities to participate in a standardized measurement and certification process, as part of the Construction & Demolition Debris Recycling project.
- \$112,500 for the Product Decisions reserve to fund a portion of the Regionalizing Bay Friendly project, which was previously approved by the Boards for funding through FY16/17, mostly from this reserve.
- \$20,000 from the OPD reserve to fund updating our "container space guide" to include compostables, as part of the General Planning project.

Figure 4 shows expenditures by program area and Figure 5 shows expenditures by funding source.

A listing of projects by funding source is also shown in the Financial Information section of the budget (pages III-3 – III-6). In addition, projects funded by the core budget are shown on page II-3. A breakdown of hard costs and staff (labor and overhead) is shown in the individual project charters. Staff salaries and benefits total \$6,990,289 (\$4,867,072 salary and \$2,123,217 benefits) and represent about 18% of the Agency's total budget and about 62% of the core budget. (Some staff salaries are paid, however, from revenue outside the core, so this percentage is provided for comparison only.)

Non-Project Costs

In the past, costs identified as general overhead were apportioned to each project based on total labor hours. While this is an appropriate allocation method, it does skew total project costs by burdening those projects that may have higher hours overall, but are at a lower hourly rate. For example, projects that have a significant number of hours allocated for interns would get a larger portion of overhead allocated to the project, while projects which may have larger hard costs and higher salaries, but less hours overall, would get a smaller portion of the overhead portion. Starting in FY 13/14, we allocated these costs across projects in proportion to labor costs rather than labor hours. This year's calculation of non-project costs is summarized in the following table.

Table 1: Non Project Costs

Non project category	Cost
General Overhead (includes IT, HR, Accounting and Finance, contract administration, general legal assistance, insurance, facility management, etc)	\$2,157,479
Recycling Board Administration	\$82,798
Waste Management Authority Administration	\$172,594
Leave (vacation, sick leave, holiday, etc.)	\$703,827
Other non-project hours (non-project staff meetings, time spent on general activities such as preparing evaluations, reviewing contracts, etc.)	\$202,834
Total	\$ 3,319,532

Core Budget

The agency tracks a “core budget,” which we define as spending over which the Boards have significant discretion. Projects such as HHW program, Measure D disbursements, RLF and external grant funded projects are not included in the core budget. Note that the "Labor" costs below, and in all the project charters, include the non-project costs in Table 1. This means that the sum of the labor costs in the project charters is higher than our actual labor cost (including benefits) because the hard costs included in non-project costs have been loaded onto labor hours.

Table 2: Core Budget

	Hard Costs	Labor/Overhead	Total
001020 - Technical Assistance and Services	\$ 127,000	\$ 397,082	\$ 524,082
001030 - BayROC (Bay Area Regional Recycling Outreach Coalition)	15,000	9,203	24,203
001140 - Regionalizing Bay-Friendly	-	14,386	14,386
001150 - Bay-Friendly Water Efficient Landscape Prop 84 (WMA)	-	118,553	118,553
001220 - Waste Prevention: Institutional/Food Service	179,800	226,892	406,692
001230 - Waste Prevention: Reusable Transport Packaging	107,000	186,932	293,932
001250 - Waste Prevention: Reusable Bag Ordinance Implementation	17,000	142,018	159,018
001260 - Recycled Content: Compost and Mulch	63,500	470,142	533,642
001270 - Recycled Content: Building Materials	117,000	258,843	375,843
001280 - Hard to Recycle: Institutional and Commercial Food Service Ware & Packaging	97,500	79,270	176,770
001290 - Hard to Recycle: Packaging Life Cycle Analysis and Recyclability Labeling	57,000	157,206	214,206
002020 - Schools Transfer Station Tours	211,000	409,549	620,549
002040 - Competitive Grants	308,000	144,646	452,646
002050 - Ready, Set, Recycle Contest	680,050	801,490	1,481,540
002070 - Benchmark Report Production and Distribution	185,000	122,872	307,872
002080 - Benchmark Data and Analysis	362,000	205,976	567,976
002090 - Mandatory Recycling Implementation	1,108,000	1,177,664	2,285,664
002110 - Construction & Demolition Debris Recycling	16,000	75,013	91,013
002310 - Hazardous Waste	13,000	4,417	17,417
002420 - Business Assistance Supporting Activities	94,300	126,959	221,259
003210 - Property Management	10,000	98,458	108,458
003220 - Disposal Reporting	35,000	150,709	185,709
003230 - Technical Advisory Committee	3,000	44,345	47,345
003240 - Fee Enforcement	162,000	194,665	356,665
003410 - General Planning	6,000	89,670	95,670
003430 - ColWMP Amendments Application	-	13,252	13,252
003460 - Five Year Audit	85,500	22,526	108,026
003510 - General Agency Communication	201,350	947,087	1,148,437
003520 - 4Rs Education	73,000	38,774	111,774
003530 - Legislation	78,500	204,228	282,728
Total	\$ 4,412,500	\$ 6,932,824	\$ 11,345,324

Workforce Issues

On March 5, 2015 staff presented proposed classification changes, the establishment of an “associate” (intern) program, and proposed revisions to the Human Resources (HR) Manual to the Programs and Administration Committee (P&A). These changes are part of an ongoing effort to

ensure an effective current and future workforce, including succession planning. The P&A committee thought it was reasonable to include the following items in the budget proposal.

With respect to the HR Manual, the proposed revision is to “Attachment A” (see the draft WMA Budget Resolution), to allow the Executive Director, in consultation with the Administrative Services Director and the appropriate program group lead, to increase the salary of someone with a high performance score (4.3 or higher out of 5) up to 1.5 times the average increase (as is already allowed in the HR Manual Attachment A) under the special circumstance that the average performance rating is so high that the 1.5 times increase could not occur without a special adjustment. Any such increase will not increase the total of all salary increases. This change helps to ensure 'horizontal equity' between employees that are within the same salary classification.

Classification changes include the conversion of one Senior Program Services Specialist position to a Program Manager I position and the conversion of one Senior Program Services Specialist position to an Executive Assistant position. These changes will increase Agency efficiency by using the skills of the incumbents to either manage more complex contracts and/or staff or to more accurately align the ongoing duties of the incumbent with the appropriate classification. We are also proposing that the only two remaining limited term Program Manager positions be given “regular” status. These changes will not increase the number of regular employees and is reflected in the Authorized Position schedule which is also part of the draft budget resolution.

Other changes include the formalization of our current associate (intern) program. These intermittent positions (no more than 1,000 hours per year) have been a vital part of the Educational Center Tours at the Davis St and the Fremont Recycling and Transfer Station tours and teacher trainings with respect to the Student Action projects for several years. Associates develop professional skills progressively by taking on more complex duties and assignments if they work here for two to four years, as has often occurred in the past. The Agency and the public benefit from this system, and therefore we proposed an expansion of this program to other projects including administration. Attached to the WMA resolution are the associate job descriptions which outline the duties and the requirements of each tier within the series.

Lastly, the P&A recommended approval of a title change for the current Chief Finance Officer position to Chief Financial Officer position, as well as minor change to that job description. The title change is also being reflected in the Authorized Position schedule. Since the job description changes are minor they can be approved administratively, however, for consistency, they are also included in the draft WMA budget resolution.

Consistent with the salary adjustment system adopted by the Board in October 2012 (Attachment A of the HR Manual), salary ranges have been adjusted by 2.5%. The adjustment system requires a salary survey every three years, with adjustments to the proposed salary ranges in the two years between surveys (fiscal years 14/15 and 15/16) equal to the change in the consumer price index (CPI) in the last year. Actual salary increases are subject to approval of the budget by the Board. The incremental amount of salary and associated benefit increases in the budget (excluding the Executive Director, whose salary is determined independently of the budget) totals approximately \$155,000 (\$206,000 annualized). This amount is comprised of the adjusted salary range as mentioned above and the amount that would have been available under a traditional step increase (approximately 1.77%).

We also committed to the Board in October 2012 to provide – as a context for the CPI data – the change in average weekly wages in Alameda County as reported by the US Department of Labor in their quarterly census of employment and wages. That data typically lags the CPI data by two to three quarters, so it is not directly comparable. Using the most recently available eight quarters of data and the more recent four quarters (Q4 2013 through Q3 2014) as compared with the prior four

quarters show an increase in average weekly wages in Alameda County for all workers of 2.25%. The same comparison time period for the increase in average weekly wages of local government workers in Alameda County was 2.3%.

Figure 4: Expenditures by Program Area

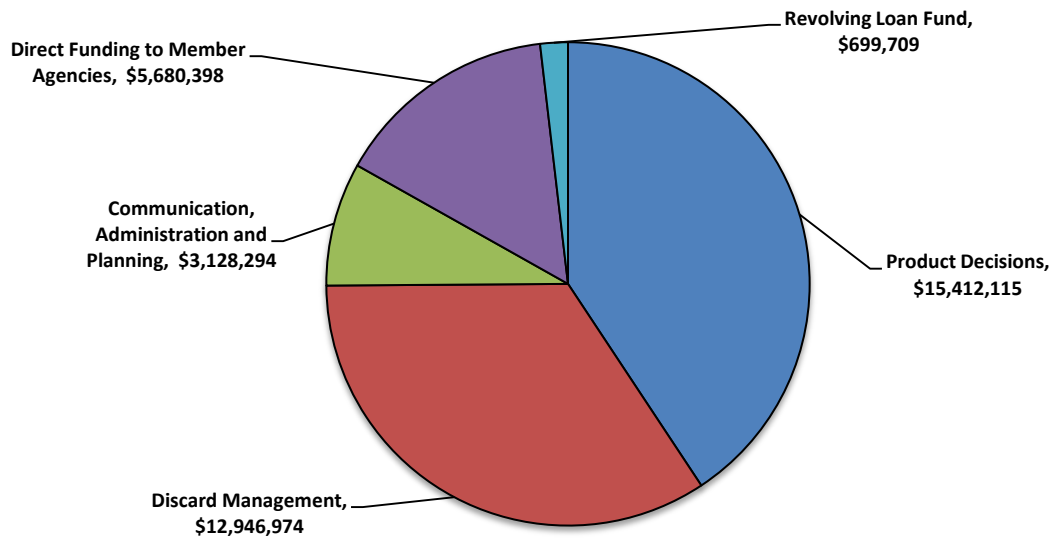
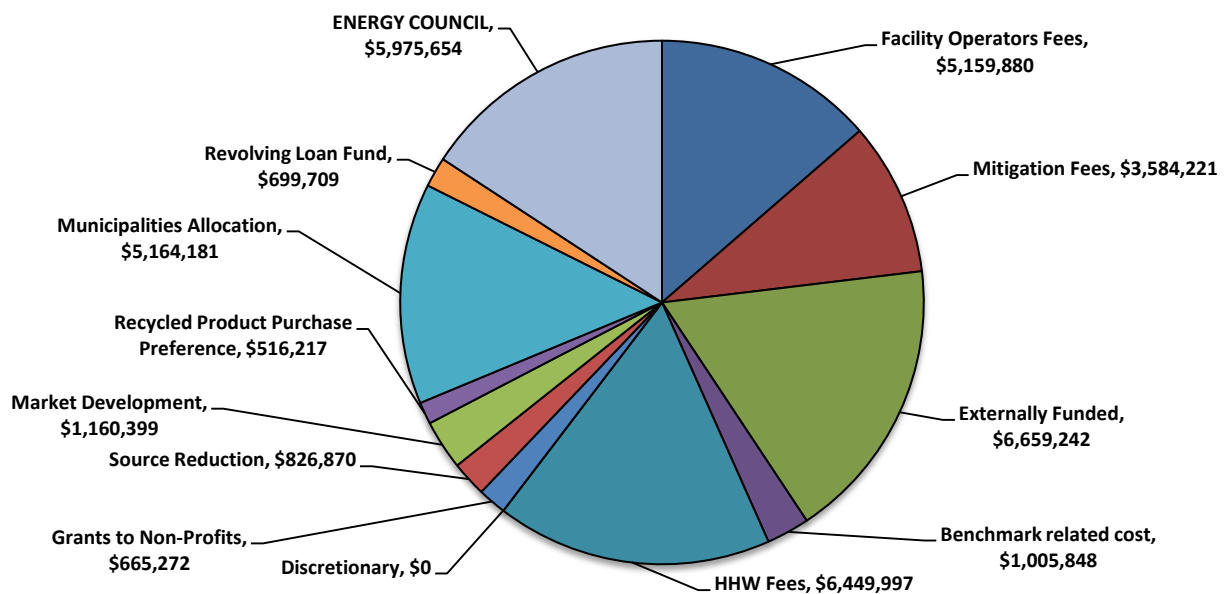


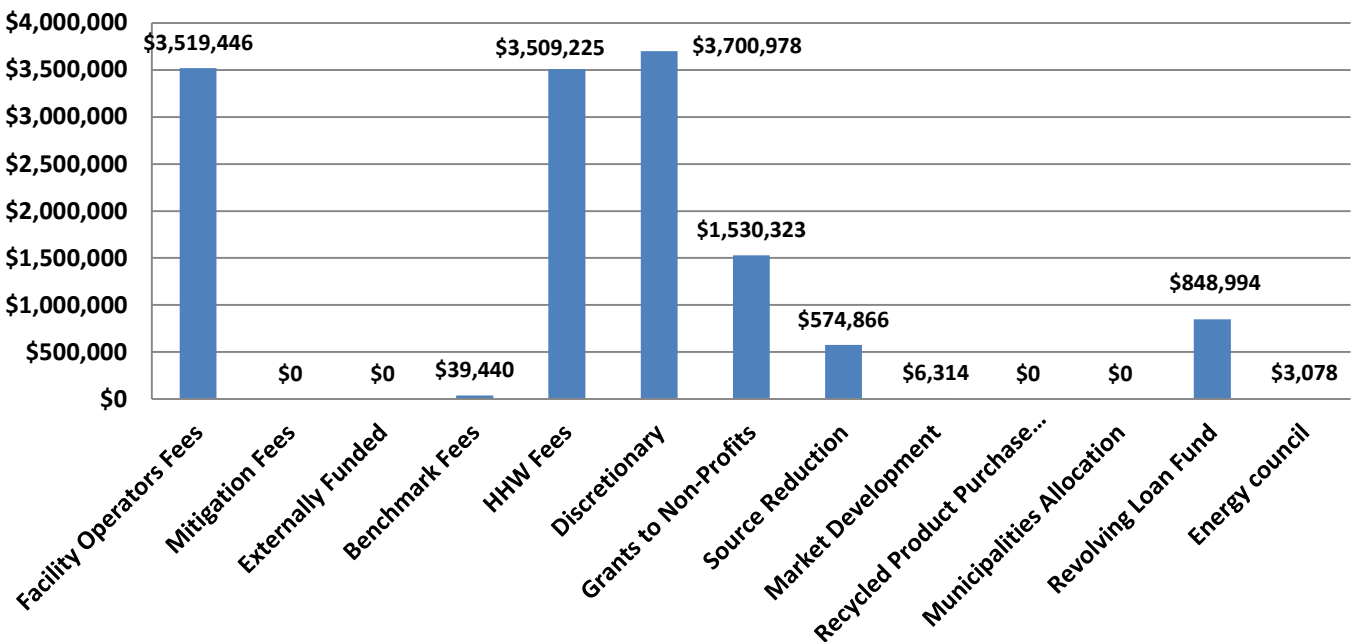
Figure 5: Expenditures by Funding Source



Fund Balances and Reserves

The Agency's fund balances available at year end (excluding the RLF) are projected to total \$12,883,671. Of this amount, the Authority fund balance is projected to total \$7,068,111 (of which \$3,509,225 are HHW fees), the Recycling Board fund balance (excluding RLF) is projected to total \$5,812,482 and the Energy Council fund balance is projected to total \$3,078. These fund balances should allow the agency to fully implement its core programmatic strategy, adopted in 2010, through at least four more fiscal years (i.e., through FY18/19).

Figure 6: Fund Balances



Agency reserves will total approximately \$13.4 million at the end of FY15/16. Agency reserves, including the fiscal reserve, are categorized as either contractually committed or designated and are as follows:

Table 3: Proposed Reserves FY15/16

Contractually Committed Reserves:	
MRF Capacity Expansion - Davis Street*	\$0
WMAC Transportation Improvement Program	\$3,441,987
Designated Reserves:	
Product Decisions	\$24,870
Organics Processing Development	\$6,098,529
EBMUD Commercial Food Waste Digester Project	\$1,000,000
Fiscal Reserve :	\$2,800,000
TOTAL	\$13,365,386

One reserve has been reported as very significantly underfunded historically, as shown by the following table. Whether it should continue to be in future years will depend on whether Waste Management of Alameda County (WMAC) constructs and operates a composting facility at their Altamont Landfill, as they have been planning to, and whether the Boards believe that one composting facility in County is adequate. Our strategic objective for many years has been that at least one such facility be developed in County, in order to have political control (or at least influence) over the future status of at least one such facility serving our County.

Table 4 shows that the Agency is between \$8.2 million and \$41.8 million short of estimated capital project costs. Development of one or more in-county composting facilities will require either additional Agency funding beyond that in the reserves today, or a high percentage of capital from private developers.

Table 4: Reserve Needs Estimate

Reserve	Current Amount	Estimated Need	Difference
TIP	\$3.4m	\$3.5m**	\$0.1m
Product Decisions	\$0.025m	\$0.025m	\$ 0.0
OPD	\$6.1m	\$14.2m - \$47.8m***	\$8.1 - \$41.7m
EBMUD	\$1.0m	\$1.0m	\$ 0.0
Fiscal Reserve	\$2.8m	\$2.8m	\$ 0.0
Total Capital Funding Gap, As Currently Estimated			\$8.2m - \$41.8m

* Based on the contractual agreement with Waste Management through March 2016, this reserve will be fully expended.

** Based on discussion with the Alameda County Public Works Agency

*** Based on previous proposals to develop in-County composting facilities

Estimated fund balances available and schedule of reserves for both the Waste Management Authority and the Recycling Board are shown on pages III-7 – III-11.

Figure 7: Revenue Trends FY12/13 – FY15/16

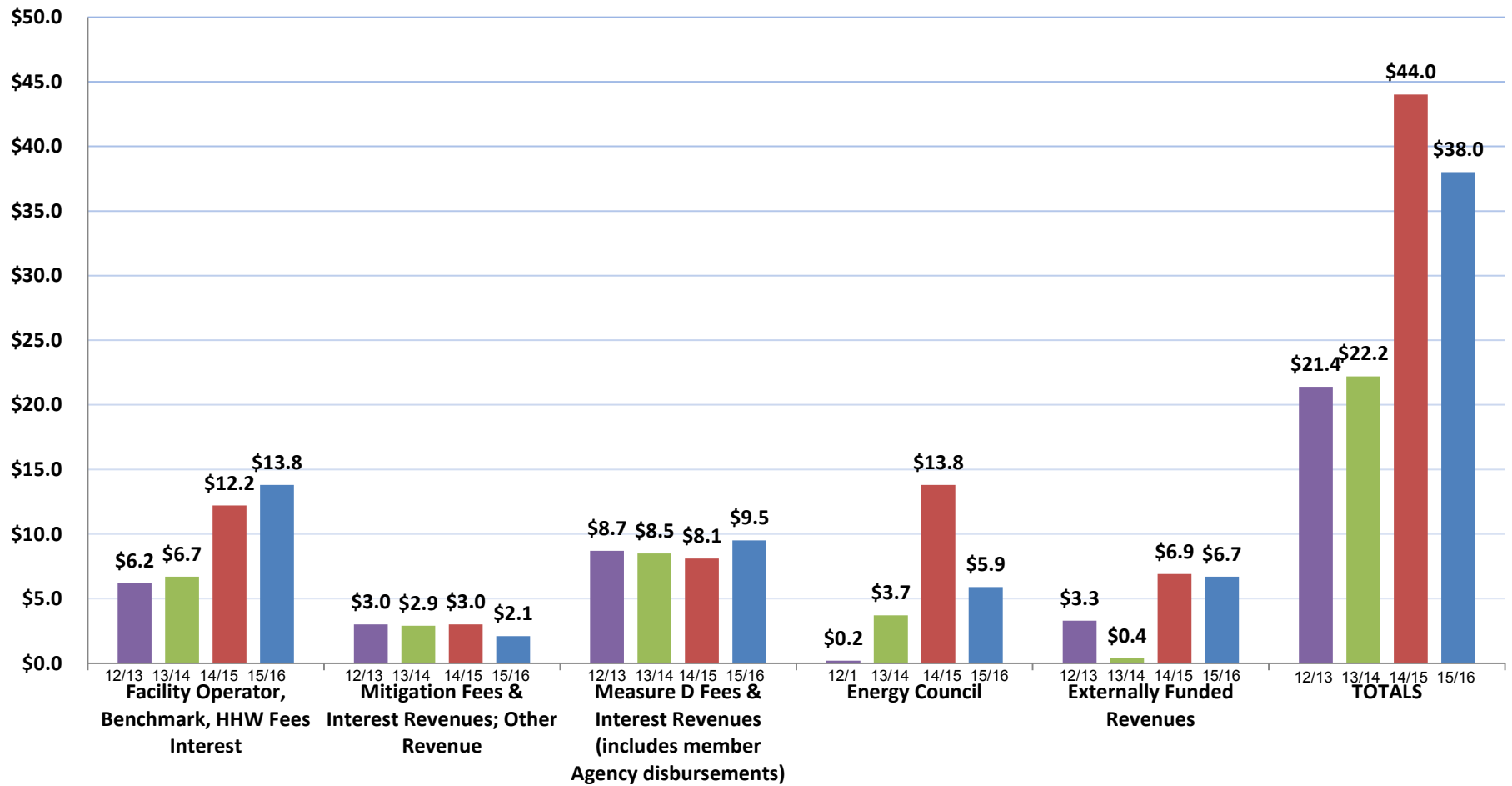


Figure 8: Recent Agency Budget

**HHW budget was not part of prior year's Agency budget.

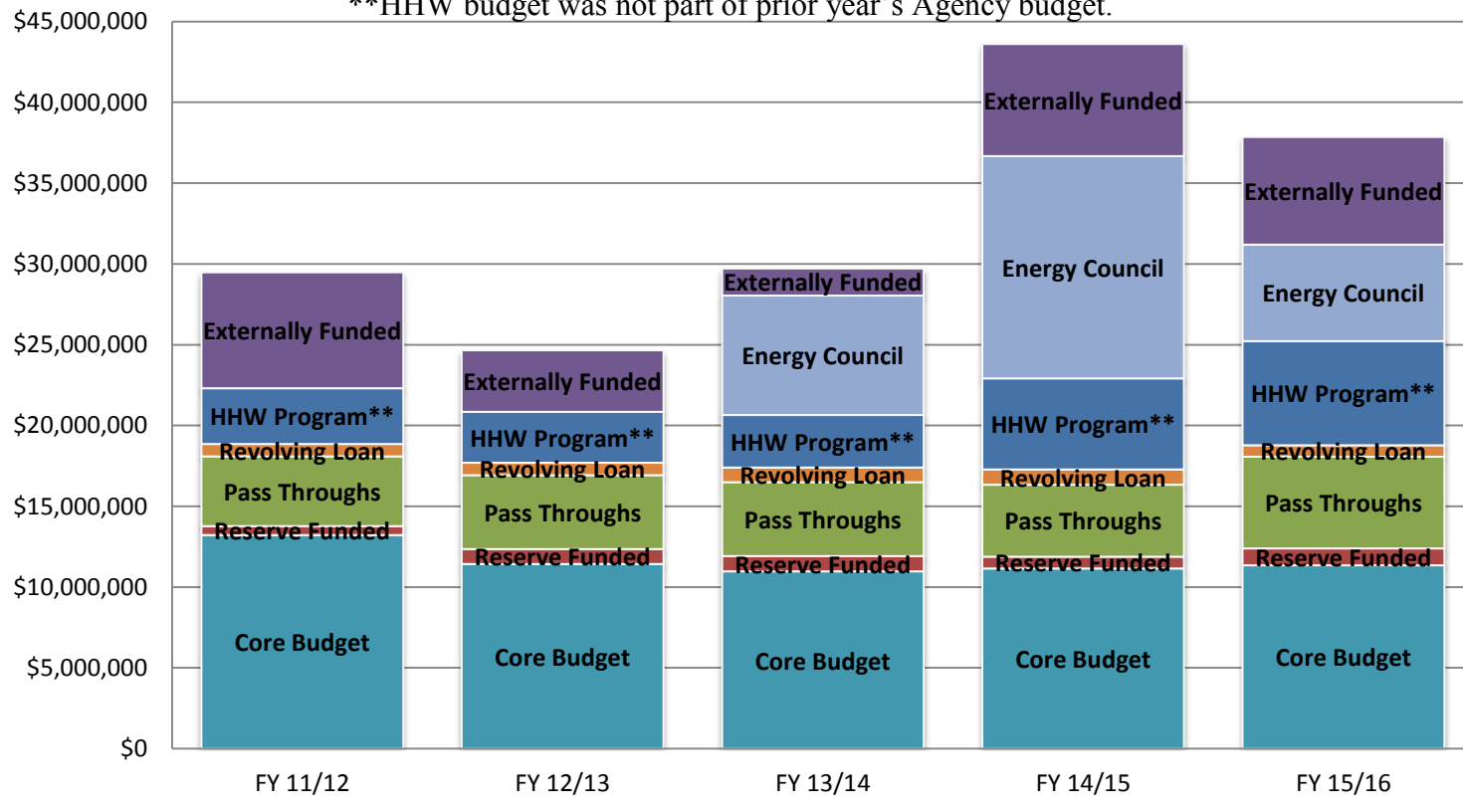


Table 5: Recent Agency Budgets

	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
Externally Funded	\$7,163,929	\$3,808,878	\$1,667,826	\$6,948,916	\$6,659,242
Energy Council			\$7,396,192	\$13,752,375	\$5,975,654
HHW Program**	\$3,461,000	\$3,150,000	\$3,250,000	\$5,632,726	\$6,449,997
Revolving Loan	\$754,622	\$763,316	\$914,460	\$947,416	\$699,709
Pass Throughs	\$4,321,575	\$4,573,183	\$4,571,939	\$4,446,164	\$5,680,398
Reserve Funded	\$556,077	\$927,823	\$952,482	\$735,041	\$1,057,162
Core Budget	\$13,220,690	\$11,434,254	\$10,969,699	\$11,157,689	\$11,345,324

FINANCIAL INFORMATION

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL
Projects by Funding Source- Budget FY 15/16

EXPENDITURES	Total	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
1000 -PRODUCT DECISION:											
1020 Technical Assistance and Services	\$ 524,082	\$ 174,729								\$ 174,676	\$ 174,676
1030 BayROC (Bay Area Regional Recycling Outreach Coalition)	24,203	24,203									
1031 BayROC External Contributions	100,000			\$ 100,000							
Sub-total	648,285	198,932	-	100,000	-	-		-	-	174,676	174,676
1100 Bay Friendly											
1111 Bay-Friendly Schoolyards (Prop. 84 Funding)	64,250			64,250							
1140 Regionalizing Bay Friendly	126,886	114,886							12,000		
1150 Bay-Friendly Water Efficient Landscape Prop 84 (WMA)	118,553	10,055	10,055							85,470	12,972
1152 Water Efficient Landscape Prop 84 Round II	126,953			126,953							
1153 Bay-Friendly Prop 84 Round III	5,943,039			5,943,039							
Sub-total	6,379,682	124,941	10,055	6,134,242	-	-		-	12,000	85,470	12,972
1200 Product Purchasing and Manufacturing											
1220 Waste Prevention: Institutional/Food Service	406,692	203,346								203,346	
1230 Waste Prevention: Reusable Transport Packaging	293,932	97,997								97,968	97,968
1240 HHW Point of Purchase Alternatives	248,394					248,394					
1250 Waste Prevention: Reusable Bag Ordinance Implementation	159,018	159,018									
1260 Recycled Content: Compost and Mulch	533,642	177,916									355,726
1270 Recycled Content: Building Materials	375,843	125,306									250,537
1280 Hard to Recycle: Institut.and Commercial Food Service Ware & Pack.	176,770	83,385							10,000	83,385	
1290 Hard to Recycle: Packaging Life Cycle Analysis and Recycl. Labeling	214,206		71,416							71,395	71,395
Sub-total	2,408,496	846,968	71,416	-	-	248,394		-	10,000	456,093	775,625
1300 Energy Council											
1347 BayREN (Bay Regional Energy Network)	5,864,094						\$ 5,864,094				
1349 Energy Council Offset	111,560						111,560				
Sub-total	5,975,654	-	-	-	-		5,975,654	-	-	-	-
Total Product Decisions	15,412,115	1,170,841	81,472	6,234,242	-	248,394	5,975,654	-	22,000	716,240	963,273

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL
Projects by Funding Source- Budget FY 15/16

	Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
2000-DISCARD MANAGEMENT											
2020 Schools Transfer Station Tours	620,549	620,549									
2040 Competitive Grants	452,646	15,000						437,646			
2050 Ready, Set, Recycle	1,481,542	1,191,463	290,079								
2070 Benchmark Report Production and Distribution	307,872			307,872							
2080 Benchmark Data and Analysis	567,979			567,979							
2090 Mandatory Recycling Implementation	2,285,664		2,285,664								
Sub-total	5,716,251	1,827,011	2,575,743	-	875,851	-		-	437,646	-	-
2100 Processing Facilities											
2110 Construction & Demolition Debris Recycling	277,744		80,618								197,126
2120 Materials Recovery Facility Operations & Monitoring	387,700		387,700								
Sub-total	665,444	-	468,318	-	-	-		-	-	-	197,126
2300 Hazardous Waste											
2310 Hazardous Waste	17,417	17,417									
2311 Used Oil Recycling Grant	125,000			125,000							
2312 Household Hazardous Waste Facilities	6,201,604					6,201,604					
Sub-total	6,344,021	17,417	-	125,000	-	6,201,604		-	-	-	-
2400 C/I/I Collections (Commercial /Industrial/Institutional)											
2420 Business Assistance Supporting Activities	221,259	110,630						-		110,630	-
Sub-total	221,259	110,630	-	-	-			-	-	110,630	-
Total Discard Management	12,946,974	1,955,058	3,044,061	125,000	875,851	6,201,604	-	-	437,646	110,630	197,126

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL
Projects by Funding Source- Budget FY 15/16

	Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
3000-COMMUNICATION, ADMINISTRATION, PLANNING											
3021 Miscellaneous Small Grants Administration	300,000			300,000							
Sub-total	300,000	-	-	300,000	-	-		-	-	-	-
3200 Other General Activities											
3210 Property Management	108,458		108,458								
3220 Disposal Reporting	185,709	55,713			129,996						
3230 Technical Advisory Committee	47,345	47,345									
3240 Fee Enforcement	356,665	356,665									
Sub-total	698,177	459,723	108,458	-	129,996	-		-	-	-	-
3400 Planning											
3410 General Planning	115,670	115,670									
3420 Residential Organics Recovery Pilots	350,231		350,231								
3430 ColWMP Amendments Application	13,252	13,252									
3460 Five Year Audit	108,026								108,026		
Sub-total	587,178	128,921	350,231	-	-	-		-	108,026	-	-
3500 Agency Communications											
3510 General Agency Communication	1,148,437	1,080,837							67,600		
3520 4Rs Education	111,774	111,774									
3530 Legislation	282,727	252,727							30,000		
Sub-total	1,542,937	1,445,337	-	-				-	97,600	-	-
Total Communication, Administration, Planning	3,128,293	2,033,981	458,689	300,000	129,996	-		-	205,626	-	-
Total Project Expenditures**	31,487,383	5,159,880	3,584,222	6,659,242	1,005,848	6,449,997	5,975,654	-	665,272	826,870	1,160,399
** Total Project expenditures include:											
Salaries \$4,867,072											
Benefits \$2,123,217											
Core Budget \$11,345,324											
AND Core Revenues equals \$12,399,155											

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL
Projects by Funding Source- Budget FY 15/16

Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
	Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
REVENUES										
Benchmark Fees				849,192						
HHW Fees					7,765,634					
Energy Council						5,930,654				
Tonnage revenues	5,192,237	1,539,145					1,420,026	946,685	946,685	946,685
Interest	10,000	30,000			3,000	2,000	18,500			
Externally funded revenues			6,659,242							
Property and Other revenues		500,000								
Total revenues	5,202,237	2,069,145	6,659,242	849,192	7,768,634	5,932,654	1,438,526	946,685	946,685	946,685
TRANSFERS										
Return estimated unused FY 14/15 MRF allocation to MRF Reserve	(134,770)	(134,770)								
Transfer from Mitigation Fund to Energy Council (1349)	-	(45,000)				45,000				
From OPD Reserve to fund Residential Organics Recovery Pilots(3420)	350,426	350,426								
From MRF Reserves to fund MRF Operations Monitoring (2120)	387,700	387,700								
From Product Decisions Reserve to fund Regionalizing Bay Friendly (1140)	112,500	112,500								
From OPD Reserve to fund Mandatory Recycling Implementation (2090)	111,271	111,271								
From MRF Reserves to fund Construction & Demolition Debris Recycling (2110)	186,731	186,731								
From OPD Reserve to fund General Planning (3410)	20,000	20,000								
Total Net Transfers	1,033,858	876,358	-	-	-	45,000	-	-	-	-
FUND BALANCE										
Adjusted Beginning fund balance 7/1/15	10,577,510	3,364,589	638,719	196,096	2,190,588	1,078	2,262,452	1,248,909	455,051	220,028
Adjusted Beginning fund balance 7/1/15	10,577,510	3,364,589	638,719	-	196,096	1,078	2,262,452	1,248,909	455,051	220,028
AVAILABLE FUNDING	44,371,053	8,679,326	3,584,222	6,659,242	1,045,288	9,959,222	5,978,732	3,700,978	2,195,594	1,401,736
Less: Project Expenditures	(31,487,383)	(5,159,880)	(3,584,222)	(6,659,242)	(1,005,848)	(5,975,654)	-	(665,272)	(826,870)	(1,160,399)
ENDING FUND BALANCE	\$ 12,883,671	\$ 3,519,446	\$ 0	\$ -	39,440	3,509,225	3,078	\$ 3,700,978	\$ 1,530,323	\$ 574,866
OTHER PROJECTS:										
Revolving Loan (RLF): (Project 2030)										
Beginning fund balance	\$ 1,249,702									
Revenues	54,000									
Loan Repayment	245,000									
Project cost (loans and expenses)	(699,709)									
Ending fund balance	\$ 848,993									
RB Municipalities (Measure D 50%) (Project 2220)										
Beginning fund balance	\$ 428,758									
Revenues	4,735,423									
Project cost	(5,164,181)									
Ending fund balance	\$ -									
Recycled Product Purchase Preference Meas. D 5% (proj. 1210)										
Beginning fund balance	\$ 42,875									
Revenues	473,342									
Project cost	(516,217)									
Ending fund balance	\$ -									
Total project cost including other projects	\$ 37,867,490									
Total revenues including other projects	\$ 38,267,450									

NOTE

Facility Fees=Authority user fee of \$4.34 per ton.
Mitigation Fees= Import Mitigation Fee of \$4.53 per ton collected on all other wastes landfilled in Alameda County that originate out-of-county except San Francisco waste fee is currently \$6.23 per ton.
RB Discretionary=Recycling Board Discretionary Fund - 15% of Measure D fees, of which 3% may be used to cover expenses necessary to administer the recycling fund.
RB Grants to Non-Profit = Recycling Board Grants to Non-Profit Fund - 10% of Measure D fees.
RB Source Reduction= Recycling Board Source Reduction Fund - 10% of Measure D fees.
RB Market Development = Recycling Board Market Development Fund - 10% of Measure D fees.
RB Recycled Prod. Pref. = Recycling Board Recycled Product Price Preference Fund - 5% of Measure D fees.
RB Municipalities = Recycling Board Municipalities Fund - 50% of Measure D fees.
RLF = Revolving Loan Fund

**WASTE MANAGEMENT AUTHORITY
FUND BALANCES AVAILABLE
FISCAL YEAR 2015-2016 BUDGET**

<i>FUND NAME</i>			RESTATED <i>BEG. FUND BALANCE JULY 1, 2015</i>	ADJUST- <i>MENTS</i>	RESTATED <i>BEG. FUND BALANCE JULY 1, 2015</i>	PROJECTED <i>REVENUE</i>	PROJECTED <i>APPROPRIA- TIONS</i>	TRANSFERS	<i>FUND BALANCE JUNE 30, 2016</i>
WMA									
Facility Operators Fee		\$	3,364,589		\$ 3,364,589	\$ 5,202,237	\$ (5,159,880)	\$ 112,500 (a)	\$ 3,519,446
Bench Mark Fees			196,096		\$ 196,096	849,192	(1,005,848)		39,440
Externally Funded						6,659,242	(6,659,242)		-
Mitigation Transfer to Energy Council			638,719		\$ 638,719	2,069,145	(3,584,222)	921,358 (b) (45,000) ©	-
HHW Fees			2,190,588		\$ 2,190,588	7,768,634	(6,449,997)		3,509,225
Authority Total		\$	6,389,992	\$ -	\$ 6,389,992	\$ 22,548,450	\$ (22,859,189)	\$ 988,858	\$ 7,068,111

(a) Transfer from Product Decisions Reserves.

(b) Net Transfer of \$481,697 from Organics Processing Development (OPD) Reserves and \$439,661 from MRF Capacity Expansion-Davis Street Reserves.

(c) \$45,000 from Mitigation Fund to Energy Council.

ALAMEDA COUNTY SOURCE REDUCTION AND RECYCLING BOARD
FUND BALANCES AVAILABLE
FISCAL YEAR 2015-2016 BUDGET

<i>FUND NAME</i>		RESTATED <i>BEG. FUND BALANCE JULY 1, 2015</i>	ADJUST- <i>MENTS</i>	RESTATED <i>BEG. FUND BALANCE JULY 1, 2015</i>	PROJECTED <i>REVENUE</i>	PROJECTED <i>APPROPRIA- TIONS</i>	TRANSFERS	ESTIMATED <i>FUND BALANCE JUNE 30, 2016</i>
RB								
RECYCLING BOARD	% **							
Discretionary****	15%	2,262,452		2,262,452	1,438,526			3,700,978
Grants to Non-Profits	10%	1,248,909		1,248,909	946,685	(665,271)		1,530,323
Source Reduction	10%	455,051		455,051	946,685	(826,870)		574,866
Market Development	10%	220,028		220,028	946,685	(1,160,399)		6,314
Recycled Prod. Purch. Prefer.	5%	42,875		42,875	473,342	(516,217)		0
Municipalities Allocation	50%	428,758		428,758	4,735,423	(5,164,181)		0
Recycling Board Total		4,658,073	-	4,658,073	9,487,346	(8,332,938)	-	5,812,481
Revolving Loan		1,249,702		1,249,702	299,000	(699,709)		848,993

** Mandated percentage apportionment of revenue. Discretionary and Municipalities allocation includes interest.

**** 3% of Discretionary funds may be used to cover expenses necessary to administer the recycling fund.

**ENERGY COUNCIL
FUND BALANCES AVAILABLE
FISCAL YEAR 2015-2016 BUDGET**

	<i>BEG. FUND BALANCE JULY 1, 2015</i>	<i>ADJUST- MENTS</i>	<i>BEG. FUND BALANCE JULY 1, 2015</i>	<i>PROJECTED REVENUE</i>	<i>PROJECTED APPROPRIA- TIONS</i>	<i>TRANSFERS</i>		<i>FUND BALANCE JUNE 30, 2016</i>
Energy Council	1,078		\$ 1,078	5,932,654	(5,975,654)	45,000	(d)	3,078
<i>Energy Council Total</i>	1078	0	1078	\$ 5,932,654	\$ (5,975,654)	45000		3,078

(d) Transfer from Mitigation Fund.

**WASTE MANAGEMENT AUTHORITY
SCHEDULE OF RESERVES**

FISCAL YEAR 2015-2016 BUDGET

DESCRIPTION

WMA

	<i>BALANCE JULY 1, 2015</i>	<i>TRANSFERS IN</i>	<i>TRANSFERS OUT</i>	<i>BALANCE JUNE 30, 2016</i>
DESIGNATED RESERVES				
ORGANICS PROCESSING DEVELOPMENT	6,580,226		\$ (481,697)	6,098,529
EAST BAY MUD COMMERCIAL FOOD WASTE DIGESTER PROJECT	1,000,000			1,000,000
DIVERSION PROJECT: PRODUCT DECISIONS	137,370		(112,500)	24,870
FISCAL RESERVE	2,105,019			2,105,019
<i>Sub-total</i>	<u>9,822,615</u>	<u>-</u>	<u>(594,197)</u>	<u>9,228,418</u>
CONTRACTUALLY COMMITTED RESERVES				
DIVERSION PROJECT: MRF CAPACITY EXPANSION-DAVIS STREET	439,661	134,770	(574,431)	-
WMAc TRANSPORTATION IMPROVEMENT PROGRAM (TIP)	3,441,987			3,441,987
<i>Sub-total</i>	<u>3,881,648</u>	<u>134,770</u>	<u>(574,431)</u>	<u>3,441,987</u>

ALAMEDA COUNTY SOURCE REDUCTION AND RECYCLING BOARD
SCHEDULE OF RESERVES
FISCAL YEAR 2015-2016 BUDGET

RB				
<i>DESCRIPTION</i>	<i>BALANCE JULY 1, 2015</i>	<i>TRANSFERS IN</i>	<i>TRANSFERS OUT</i>	<i>BALANCE JUNE 30, 2016</i>
FISCAL RESERVE	\$ 694,981			\$ 694,981
Total	<u>\$ 694,981</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 694,981</u>

PROJECT CHARTERS

- Product Decisions
- Discard Management
- Communication, Administration & Planning

PRODUCT DECISIONS

Technical Assistance and Services

Project #: 001020

Project Manager: Teresa Eade

Description

Supports sustainable landscape and green building implementation countywide in partnership with member agencies. Provides resources, technical assistance, stipends, trainings and outreach to member agencies and partners. Supports innovative green building and landscaping policies and standards. Implements strategic workplan goal that 90% of permitted projects in the county meet Green Building and Bay-Friendly Landscape standards. Also supports Product Decisions Material Targets 3A (compost), 3B (mulch) and 3C (building materials).

FY 14-15 Accomplishments

- Increased Bay-Friendly Rated Landscapes to 62 within Alameda County, covering 245 acres and using approximately 11,200 tons of recycled compost and mulch.
- Provided technical assistance to 23 landscape projects, nine of which are new projects.
- Awarded two grants and three stipends for approximately \$50,000 to member agencies for Bay-Friendly Rated landscapes or sheet mulch lawn conversions.
- Provided 48 scholarships to member agency staff this year to become Bay-Friendly Qualified Professionals, for a total of 276 agency staff trained to date.
- Sent out four landscape e-news updates to 300+ Member Agency staff contacts.
- Created four case studies on landscape success stories in Alameda County from sheet mulching lawns in street medians to affordable senior housing landscape renovation.
- Updated the Bay-Friendly Landscape Scorecard and Rating Manual to Version 4, which has five new required credits and 22 new optional credits. Updated or created 14 tools.
- Achieved LEED for Existing Buildings Platinum for the StopWaste headquarters building.
- Developed resources for comparing the California Green Building code and green rating systems, and provided guidance and recommendations on codes that reference green building criteria.

FY 15-16 Activities

- Create four new landscape case studies and update webpages.
- Fund five stipends for Member Agency or public benefit projects.
- Provide grant funding and technical assistance for three model sheet-mulch lawn conversions.
- Provide Bay-Friendly and Green Building training opportunities, scholarships and memberships to member agency staff.
- Provide technical assistance to at least 20 landscape projects seeking to use sheet mulch or to meet the Bay-Friendly landscape standard.
- Support Member Agency policy implementation in Green Building and Sustainable Landscaping.
- Explore a Member Agency Forum on sustainable landscaping in order to encourage peer to peer collaboration, competition and increase adoption of Bay-Friendly practices.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$127,000	\$397,082	\$524,082	1.52	-

Funding Source, FY 15-16

(21) Facilities	(33) RB Source Reduction	(34) RB Market Development
\$174,729	\$174,676	\$174,677

BayROC (Bay Area Regional Recycling Outreach Coalition)

Project #: 001030

Project Manager: Robin Plutchok

Description

The Bay Area Regional Recycling Outreach Coalition is a collaboration of more than 40 Bay Area cities, counties and other public agencies working together on media campaigns that promote personal action to reduce waste. By working together, BayROC member agencies are able to provide consistent messaging, avoid duplication and leverage funding.

FY 14-15 Accomplishments

- Participated in the BayROC working group to plan regional media campaigns promoting source reduction.
- Assisted with hiring of new project coordinator for BayROC relaunch.
- Served as BayROC's fiscal agent.

FY 15-16 Activities

- Support new campaign on Food Waste prevention.
- Serve as BayROC's fiscal agent.
- Coordinate with Ready Set Recycle (2050) and Food Waste Prevention (1220) on integrating food waste prevention messages.
- Participate in the BayROC working group to plan regional media campaigns promoting source reduction.

<u>Project Cost, FY 15-16</u>				
<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$15,000	\$9,203	\$24,203	0.04	-

Funding Source, FY 15-16

(21) Facilities
\$24,203

BayROC External Contributions

Project #: 001031

Project Manager: Robin Plutchok

Description

The Bay Area Regional Recycling Outreach Coalition (BayROC) is a collaboration of more than 40 Bay Area cities, counties and other public agencies working together on media campaigns that promote personal action to reduce waste. By working together, BayROC member agencies are able to provide consistent messaging, avoid duplication and leverage funding. This project tracks the externally funded portions of Project 1030, BayROC.

FY 14-15 Accomplishments

- Covered under Project 1030, Bay Area Regional Recycling Outreach Coalition (BayROC).

FY 15-16 Activities

- Covered under Project 1030, Bay Area Regional Recycling Outreach Coalition (BayROC).

<u>Project Cost, FY 15-16</u>				
<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$100,000	\$0	\$100,000	0.00	-

Funding Source, FY 15-16

(22) Externally Funded
\$100,000

Bay-Friendly Schoolyards (Prop. 84 Funding)

Project #: 001111

Project Manager: Cassie Bartholomew

Description

Leverages Bay-Friendly Gardening and Landscaping resources to promote the design and development of a model Bay-Friendly Schoolyard. Grant funding is provided by the California Natural Resources Board's Strategic Growth Council Proposition 84 Urban Greening Project funding. Builds awareness and promotes the use of recycled mulch and compost in schoolyards.

FY 14-15 Accomplishments

- Engaged 80 Sequoia students and four teachers in Bay-Friendly Schoolyard classroom and schoolyard activities, culminating in two workdays of up to 100 parents and community members. Participants learned about the benefits of sheet mulching by transforming Sequoia's neglected perimeter landscaping into a drought tolerant learning landscape.
- Engaged Oakland Unified School District, parents and teachers in regular planning meetings to develop the final project implementation timeline which is scheduled for Summer 2015.

FY 15-16 Activities

- Manage final year of Prop 84 grant. Review execution of project for grant compliance, including regular project status updates, design review and reporting to the California Urban Greening Grant Program.
- Coordinate with Project 1260 Recycled Content: Compost and Mulch to identify opportunities to align schoolyard construction and workday activities with compost and mulch deliverables.
- Oversee coordination of project construction including consultants, community and school meetings and volunteer workdays.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$60,350	\$3,900	\$64,250	0.04	-

Funding Source, FY 15-16

(22) Externally Funded
\$64,250

Regionalizing Bay-Friendly

Project #: 001140
 Project Manager: Wendy Sommer

Description

Supports the regional use of Bay-Friendly materials, trainings, standards and model policies throughout the Bay Area, in order to achieve better economies of scale locally as well as greater participation by landscape professionals. This project supports both the Bay-Friendly Landscape and Garden Coalition and the Sustainable Landscape Council.

FY 14-15 Accomplishments

- Served on the Bay-Friendly Coalition's Board of Directors and Advisory Committee as part of the Board approved three year implementation plan.
- Promoted Bay-Friendly through participation in regional strategic partnerships including the Bay Area Integrated Regional Water Management Planning Group, which includes 12 water agencies.

FY 15-16 Activities

- Provide technical assistance as needed to the Bay-Friendly Coalition to regionalize the Bay-Friendly landscape standard, tools and trainings.
- Serve on the Board of Directors of the Bay-Friendly Coalition.
- Serve on the Bay-Friendly Coalition Advisory Council.
- Support the Sustainable Landscaping Council and Bay-Friendly Coaliton through sponsorships.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$50,000	\$76,886	\$126,886	0.22	-

Funding Source, FY 15-16

(21) Facilities	(32) RB Grant to Non Profit
\$114,886	\$12,000

Bay-Friendly Water Efficient Landscape Prop 84 (WMA)

Project #: 001150

Project Manager: Teresa Eade

Description

Seeks external funding and provides support for projects related to the agency goals in regionalizing Bay-Friendly landscape standards and trainings, Product Decisions Targets 3A for Compost and 3B Mulch. Supports the Energy Council's goal in Water and Energy Nexus projects. Participates in the Bay Area Integrated Regional Planning group with water agencies, flood control agencies, watershed, habitat based nonprofits and resource conservation districts and more to support securing of seeking Proposition 84 funding.

FY 14-15 Accomplishments

- Leveraged Prop 84 funds to conduct a Bay-Friendly Professional Training in Alameda County.
- Successfully completed Round I of Prop 84, delivering 36 "Lose Your Lawn" talks to home gardeners and eight professional Bay-Friendly Qualified trainings throughout the Bay Area.
- Received Prop 84 Round II grant funding. Implemented contract with the Bay-Friendly Coalition and submitted quarterly reports to ABAG per grant requirements.
- Secured Round III grant funding and began implementation. Includes funding for a Healthy Soils Lawn to Garden Marketplace and for administering the regional water rebates with 12 partner water agencies Bay Area wide.
- Submitted a grant proposal on regionalizing climate adaptive landscapes for Prop 84 Round IV funding.

FY 15-16 Activities

- Serve on the Bay Area Integrated Regional Water Management Planning Coordinating Committee to seek out external funding and to leverage Agency projects Bay Area wide with other key stakeholders.
- Seek Prop 84 Round IV and Prop 1 funding for sustainable landscaping programs, in support of agency priorities for compost and mulch targets and for the Energy Council's priorities on the energy and water nexus.
- Support implementation of Prop 84 Rounds II and III (see Projects 1152 and 1153 for more detail).

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$0	\$118,553	\$118,553	0.43	-

Funding Source, FY 15-16

		(33) RB Source Reduction	(34) RB Market Development
(21) Facilities	(24) Mitigation		
\$10,055	\$10,055	\$85,470	\$12,972

Water Efficient Landscape Prop 84 Round II

Project #: 001152

Project Manager: Stephanie Stern

Description

Externally funded portion of Prop 84 Round II implementation grant in partnership with ten water agencies in the Bay Area and with the Bay-Friendly Landscape and Garden Coalition. This is a multi-year grant to provide Bay-Friendly landscape professional and home gardener trainings that support and promote lawn removal rebates provided by water agencies. This project directly supports Product Decisions Targets 3A (Compost) and 3B (Mulch).

FY 14-15 Accomplishments

- Signed Memorandum of Understanding (MOU) with the Water Conservation Group.
- Contracted to the Bay Friendly Coalition to deliver two professional trainings and four home gardener events.

FY 15-16 Activities

- Manage contract with the Bay-Friendly Coalition and provide quarterly reporting documentation, invoicing and program evaluation on Round II grant funding.
- Contract with Bay-Friendly Coalition to deliver eight professional trainings, 16 home gardener events and five nursery staff trainings.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$107,500	\$19,453	\$126,953	0.10	-

Funding Source, FY 15-16

(22) Externally Funded
\$126,953

Bay-Friendly Prop 84 Round III

Project #: 001153

Project Manager: Karen Kho

Description

Administers the Regional Drought Relief Conservation Program on behalf of a team of 12 Bay Area water agencies. ABAG received a total of \$28.2 million, of which the Bay Area Regional Drought Relief Conservation Program will receive \$5,993,971. StopWaste will receive: \$231,000 for grant administration (staff time and consultant) and \$100,000 for the soil and garden marketplace project. The grant should begin this calendar year (Spring 2015) and span three years.

FY 14-15 Accomplishments

This is a new project.

FY 15-16 Activities

- Implement a regional Healthy Soils Lawn to Garden Marketplace by working with stakeholders and retailers to promote consumer resources and rebates for sheet mulching lawns. Install retail displays in eight stores regionally.
- Administer grant and reporting on behalf of 12 participating water agencies Bay Area wide.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$5,868,400	\$74,639	\$5,943,039	0.40	-

Funding Source, FY 15-16

(22) Externally Funded
\$5,943,039

Recycled Product Purchase Preference

Project #: 001210

Project Manager: Rachel Balsley

Description

Provides technical assistance and oversight to the Alameda County General Services Agency (GSA) to implement Measure D-required programs and Memorandum of Understanding (MOU). Also provides technical expertise and resources on recycled content and Environmentally Preferable Purchasing (EPP) to member agencies and other interested public agencies.

FY 14-15 Accomplishments

- Worked with Alameda County GSA to implement the MOU and provided Measure D Recycled Product Price Preference funds to undertake recycled product and EPP activities.
- Worked with Alameda County GSA on the Alameda County Public Agencies Green Purchasing Roundtable to develop tools, resources and host periodic meetings. Topics and assistance to member agencies, school districts and other public agencies in FY 14/15 included: "Piggybacking" on County Contracts; Green Fleet Management; Electric Vehicles and EV Infrastructure; and Building Materials.
- Distributed approximately \$190,000 in grants to member agencies in leftover funds for recycled content products.
- Summarized Climate Change Scope 3 inventories of government purchasing categories to determine the government purchasing areas that generate the most GHG emissions.
- Assisted the City of Alameda with development and implementation of a proposed EPP policy.
- Updated several EPP resources, including the EPP Model Policy and Implementation Guidance, Traffic Control Products Fact Sheet and Guidelines for Buying Environmentally Preferable Products.

FY 15-16 Activities

- Provide funding, assistance, and oversight for GSA staffing to undertake recycled product and EPP activities in the county and to assist member agencies with the same, as per the new MOU.
- Support the Alameda County Green Purchasing Roundtable meetings.
- Assist member agencies with EPP Policy adoption and implementation and update EPP resources, as needed.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$484,963	\$31,254	\$516,217	0.12	-

Funding Source, FY 15-16

(35) RB RPP
\$516,217

Waste Prevention: Institutional/Food Service

Project #: 001220

Project Manager: Cassie Bartholomew

Description

Focuses on preventing food waste and donating edible food generated in institutional kitchens and other high-volume food service operations. Works with food service providers to reduce pre-consumer food waste through tracking technology and training. Provides grant funding and technical assistance for food donation programs that divert surplus edible food to feed animals and/or people, in order to reduce the overall volume of food waste generated in Alameda County. Supports Product Decision Target 1A (institutional food service).

FY 14-15 Accomplishments

- Finalized initial pilot testing with four operators and evaluated the results.
- Launched Phase 2 roll-out of the Smart Kitchen Initiative, promoting automated food waste prevention tracking tools to over 40 food service operators through webinars, presentations, and onsite meetings. Anticipate signing up ten operators for the initiative, from various market sectors.
- Developed final marketing materials including webpage, Smart Kitchen Initiative flyer, and other supporting materials to successfully launch Phase 2 marketing.
- Partnered with Oakland Unified School District and Food Shift to implement food donation program, engaging 13 schools and one central kitchen, diverting over 12,000 pounds of food to feed people.
- Provided grant funding to the Alameda County Community Food Bank's and Hope 4 the Heart grantees, collectively rescuing 7.6 million pounds of food to feed people and 250,000 pounds to feed animals.
- Presented Food Waste Prevention panel at CRRRA, and the Smart Kitchen Initiative at the Zero Food Waste Forum in Berkeley and Greener Restaurant Seminar in Oakland.

FY 15-16 Activities

- Track legislation, codes and standards that support tax incentives and removes barriers for food donation. Monitor legislative opportunities for food product date labeling.
- Coordinate with Ready Set Recycle, BayROC, NRDC and EPA to integrate residential food waste prevention messaging and activities.
- Manage and track existing food waste prevention grantees, and oversee new grant funded food waste prevention and donation projects.
- Continue partnership with LeanPath to provide outreach and training for up to ten high and medium volume kitchens.
- Coordinate development of at least two institutional kitchen success stories and/or videos demonstrating the use of food waste tracking tools and prevention best practices.
- Test "Train the Trainer" model to reach up to 20 additional sites using the Zap Connect tablet system for two week audit. Provide prevention, donation and organics recycling recommendations to participating kitchens.
- Continue partnership with OUSD, and expand surplus food donation work through technical assistance for one additional school district or university.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$179,800	\$226,892	\$406,692	1.39	-

Funding Source, FY 15-16

(21) Facilities	(33) RB Source Reduction
\$203,346	\$203,346

Waste Prevention: Reusable Transport Packaging

Project #: 001230

Project Manager: Michelle Fay

Description

Focuses on the use of reusable transport packaging in the commercial/industrial sector as a way to reduce single- and limited-use transport packaging materials such as pallets, corrugated boxes and pallet wrap. Provides education, training, outreach, and implementation assistance to expand adoption of reusable transport packaging in Alameda County. Supports Product Decisions Target 1B.

FY 14-15 Accomplishments

- Executed the final year of the EPA Climate Showcase Communities Grant workplan to increase adoption of reusable transport packaging throughout the region and completed a final project report to closeout the four year, \$500,000 grant.
- Boosted awareness of reusable transport packaging with an eight week campaign using online Google advertising, social media, two direct mail pieces and e-blasts to more than 3,000 Alameda County businesses that may have appropriate shipping and receiving circumstances.
- Directly reached out to more than 500 businesses to offer education about the benefits of reusables and provide implementation assistance as needed. Awarded a total of \$75,000 to ten qualified reusables projects through a competitive round of funding.
- Developed 12 new Success Stories, building the reusable transport packaging case study library to now represent more than 25 businesses.
- Conducted a survey among 1,800 businesses identified as part of the Agency's reusable transport packaging target to quantify progress.
- Represented the municipal sector at the Reusable Packaging Association's (RPA) Forum held in Chicago, IL, and presented "the business case" for reusables. Participation strengthened our relationship with the RPA and allowed staff to forge relationships with vendors.

FY 15-16 Activities

- Continue ongoing research of potential funding sources to continue this work in support of PD Target 1B.
- Provide financial support to four to six organizations in the form of a discount on reusable transport packaging equipment costs.
- Implement survey to quantify progress towards Agency's goals.
- Develop vendor partnerships to provide matching discounts on reusable transport packaging equipment and technical assistance to businesses.
- Provide consulting and technical assistance to target organizations upon request or as needed; request proposals for technical assistance support.
- Continue promotion of self-service resources available on the newly-redesigned project website and explore incentives to drive increased participation in our online interactive map to continue to build public awareness and social norming of reusables.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$107,000	\$186,932	\$293,932	0.81

Funding Source, FY 15-16

(21) Facilities	(33) RB Source Reduction	(34) RB Market Development
\$97,997	\$97,968	\$97,968

HHW Point of Purchase Alternatives

Project #: 001240

Project Manager: Jeanne Nader

Description

Support Product Decisions for Household Hazardous Waste (HHW) through retailer outreach at Our Water Our World and Paint Care displays in their respective partner stores. The retailer based outreach will focus on the message of "Buy Smart," appropriate use of products and correct disposal at Household Hazardous Waste (HHW) facilities. Provides multi-tiered outreach support for the increased participation goals for HHW facilities and one-day events.

FY 14-15 Accomplishments

- Restructured and renovated the web pages for HHW recycling and alternatives and updated associated collateral.
- Continued coordination with Our Water Our World and Alameda Countywide Stormwater Agency to support their messaging of alternatives to pesticides and fertilizers through in-store, online promotions, as well as community based social marketing.
- Provided outreach support for facility and one-day event turnout through media and community outreach campaign, including leveraging opportunities within StopWaste to reach shared audiences, such as multifamily properties.
- Continued Phase 1 campaign in Our Water World retail outlets with updated HHW disposal information, and web-based information on "Buy Smart" for pesticide alternatives.
- Coordinated with Paint Care on providing HHW disposal information at participating "take back" stores for Phase 2.
- Coordinated with compost and mulch target project for complementary education and awareness of compost and mulch as an alternative to pesticides and fertilizers.

FY 15-16 Activities

- Implement Phase 2 for retailer outreach on cost of HHW product disposal, proper disposal and "Buy Smart" messaging. Continue focus on pesticides and paint through partnerships with Our Water World/Clean Water and new collaboration with Paint Care.
- Enhance HHW web page to include more waste prevention information, and reflect the ease of use and access to facilities.
- Support increased participation at HHW facilities and one-day events through multi-tiered campaign that includes leveraging opportunities with other StopWaste projects that have shared audiences.
- Continue to promote Our Water Our World messaging on alternative products for synthetic fertilizers and pesticides through online, traditional, and social media, as well as through community based outreach.
- Collaborate with Paint Care to provide complimentary in-store materials on proper HHW disposal of paint related products.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$133,900	\$114,494	\$248,394	0.44	-

Funding Source, FY 15-16

(28) HHW Fees
\$248,394

Waste Prevention: Reusable Bag Ordinance Implementation

Project #: 001250

Project Manager: Meri Soll

Description

Implements the reusable bag ordinance adopted by the WMA Board in 2012. Inspects covered stores to ensure compliance with ordinance. Provides stores with technical assistance to help them comply with the ordinance and maintains website and outreach materials.

FY 14-15 Accomplishments

- Inspected all affected stores, determining that 84% of inspected stores were compliant.
- Provided technical assistance and follow up inspections to non-compliant stores.
- Conducted post-ordinance parking lot surveys at 17 stores to assess the impact of ordinance, finding a 69% decrease in both paper and plastic bags after one year of ordinance implementation.
- Partnered with the Alameda County Clean Water program to conduct an Alameda countywide storm drain trash monitoring and characterization study to assess the effectiveness of the ordinance. Study shows that single use plastic bags have decreased by 44% from pre-ordinance levels.
- Conducted purchasing study from five different large and small chain stores in Alameda County to assess bag purchasing activities due to ordinance. Bag purchasing records for 69 stores show an 85% decrease in both paper and plastic bag purchasing, extrapolating to a countywide decrease in almost 40 million bags per year.
- Measured impact of ordinance on Greenhouse Gas (GHG) emissions. Results show about 539 metric tons of carbon dioxide equivalent was reduced due to the change in bag purchasing activities.
- Provided grant funding to two non-profits to manufacture reusable bags for sale in Alameda County resulting in 1,000 reusable bags.
- Developed baseline data by conducting visual observations of customers to track types and amounts of bags used at 48 retail stores not covered by the ordinance.
- Provided options for Board consideration regarding ordinance expansion opportunities.

FY 15-16 Activities

- Manage store inspection activities, including oversight of in-field inspectors. Provide direct technical assistance to stores.
- Enforce ordinance in conjunction with primary enforcement representatives, as needed.
- Notify and inspect new stores affected under current ordinance.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$17,000	\$142,018	\$159,018	0.57	-

Funding Source, FY 15-16

(21) Facilities
\$159,018

Recycled Content: Compost and Mulch

Project #: 001260

Project Manager: Kelly Schoonmaker

Description

Focuses on increasing the availability, access and quality of local, recycled bulk compost and mulch. Through a combination of strategic partnerships and in-house efforts, this project provides education to landscape professionals, public agencies, residents, and schools; promotes local compost and mulch vendors and producers; and works to create, support and enforce policies that increase the availability and use of quality compost and mulch. Supports Product Decisions Targets 3A (compost) and 3B (mulch).

FY 14-15 Accomplishments

- Reached a projected 300 residents in sheet-mulching through three Lawn to Garden parties in Pleasanton, Castro Valley, and San Lorenzo, Host-Your-Own Sheet Mulch parties throughout the county, and additional residents through in-store displays and the Lawn to Garden Facebook group.
- Trained 120 landscape professionals on the use of compost and mulch.
- Expanded the number of sheet mulch supply vendors to 13, and provided 10 briefings and in-store displays to new vendors on sheet mulching and lawn rebates.
- Reached 2,400 students, family members, and residents directly and indirectly through ten Sheet Mulch Action Projects, the distribution of 300 Bay-Friendly Family Action Kits and surveys, and schoolwide initiatives including posters, infrastructure support, brochures, flyers, and newsletters.
- Created new online tools, including step-by-step video series demonstrating how to sheet mulch, technical resources for landscape professionals, four case studies on large-scale lawn conversion and "host-your-own sheet mulch party" tool kit.
- Collaborated with UC Berkeley, San Lorenzo Village Homes Association and StopWaste Service Learning Waste Reduction Project (SLWRP), to create lawn alternative designs and sheet mulch demonstration for Home Owners Association of 5,700 homes.
- Collaborated with Planting Justice to provide sheet mulching services to underserved communities.
- Offered lawn conversion mini-grants for community-based organizations and homeowner associations.
- Converted at least 20,000 square feet of lawn through sheet mulching programs, using 60 cubic yards of compost and 120 cubic yards of mulch. Diverted 39 tons of green waste in landfill and up to four tons per year, also saving 500,000 gallons of water per year.

FY 15-16 Activities

- Coordinate up to ten school Sheet Mulch Action Projects and additional school-to-neighbor sheet mulching events with the support of two Classroom Sustainability Associates.
- Provide educational resources, trainings, and talks on compost and mulch for landscape professionals.
- Implement, promote and evaluate residential education and outreach about compost and mulch (including lawn-to-garden parties) with up to eight partners and grantees.
- Build strategic partnerships to promote the use of compost and mulch, with groups such as professional organizations, non-profits, water suppliers and other public agencies, such as school districts.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$63,500	\$470,142	\$533,642	3.13	-

Funding Source, FY 15-16

(21) Facilities	(34) RB Market Development
\$177,916	\$355,726

Recycled Content: Building Materials

Project #: 001270

Project Manager: Judi Ettlinger/Wes Sullens

Description

Supports implementation of the Product Decisions Target 3C. Focuses on driving the demand for recycled content product purchases in Alameda County by: providing information and convenient tools for the purchase of recycled content products; encouraging retailers to supply products via an outreach strategy in conjunction with the other targets; and advocating for recycled content building materials in green building codes and standards.

FY 14-15 Accomplishments

- Developed target strategy that focuses on three activity areas: driving demand, encouraging retailers to supply products and advocating for recycled content building materials.
- Partnered with three independent retailers to develop outreach strategy and online/e-communication tools.
- Updated the Quantity Quotes tool and added new products including recycled content insulation.
- Developed product screening criteria for carpets.
- Contracted with non-profit Build It Green to develop resources and marketing tools for retailers and contractors.
- Published report with Healthy Building Network that provides recommendations for making informed decisions about recycled content materials in the age of materials-ingredient transparency.
- Performed analysis into whole building Life Cycle Analysis (LCA) tools and how they treat reuse/recycled content products.

FY 15-16 Activities

- Participate in policy and standards development to ensure recycled content building materials are promoted. Standards include CALGreen, LEED, GPR, ASHRAE 189.1, IgCC, Living Building Challenge, and the ULe Zero Waste Standard 2799.
- Coordinate green product educational activities and continue partnership development.
- Manage the Quantity Quotes preferred purchasing platform, including enhancements to the web platform, outreach to users and addition of more products to the tool.
- Manage retailer outreach for recycled-content building materials in coordination with other Agency outreach activities to the retail sector.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$117,000	\$258,843	\$375,843	0.95	-

Funding Source, FY 15-16

(21) Facilities	(34) RB Market Development
\$125,306	\$250,537

Hard to Recycle: Institutional and Commercial Food Service Ware & Packaging

Project #: 001280

Project Manager: Cassie Bartholomew

Description

Focuses on institutional and commercial customers that purchase and use reusable, recyclable and/or compostable food service ware and related packaging. Provides guidance on reducing the overall volume of hard to recycle single use disposables through source reduction (ReThink Disposable program). Supports businesses and consumers with compostable and recyclable product purchasing guidance, education and outreach. Provides funding and incentives for innovative reusable food ware projects and for purchasing reusable products. Supports Product Decision Target 4A.

FY 14-15 Accomplishments

- Continued participation in ReThink Disposable Technical Advisory Committee with eight other Bay area jurisdictions to coordinate and refine ReThink Disposable program outreach and tools.
- Reached 231 businesses through the ReThink Disposable program. Anticipate signing up to 25 businesses by the end of the fiscal year to conduct a baseline inventory of disposable products, implement recommended practices to reduce disposables and conduct a follow-up inventory to measure reductions and cost savings.
- Partnered with Clean Water Fund to develop a video highlighting ReThink Disposable success stories.
- Built new partnerships with Food Service Technology Center and the Alameda County Green Business Program to build awareness about source reduction opportunities among food service providers.
- Developed Compostable Food Service Ware Purchasing Guide to help businesses make informed purchasing choices around single use compostable food service ware.
- Finalized Reusable Food Ware Guide to help businesses make choices about purchasing and transitioning from disposable to reusable food service ware.
- Provided grant funding to Off the Grid and Go Box SF Bay to pilot reusable takeout containers.

FY 15-16 Activities

- Participate in ReThink Disposable working group and auditor meetings to drive new recommendations, policies and tools addressing reusable food service ware.
- Distribute Compostable Food Service Ware Product Purchasing Guide.
- Provide reusable product rebate incentives for ReThink Disposable businesses. Manage existing food service ware grantees and oversee new grant-funded reusable food service ware projects.
- Coordinate with Mandatory Recycling Technical Assistance team to identify and act upon opportunities for ReThink Disposable Toolkit and technical assistance.
- Participate in US Composting Council working groups and other relevant councils to drive new policy for labeling, re-defining standards and specifications for single-use compostable food service ware and packaging.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$97,500	\$79,270	\$176,770	0.32	-

Funding Source, FY 15-16

	(32) RB Grant to Non Profit	(33) RB Source Reduction
(21) Facilities	\$10,000	\$83,385
\$83,385		

Hard to Recycle: Packaging Life Cycle Analysis and Recyclability Labeling

Project #: 001290
 Project Manager: Justin Lehrer

Description

Supports implementation of Product Decision Target 4B (Packaging Life Cycle Analysis and Recyclability Labeling) which aims to foster improved waste reduction, recyclability, and recycled content of product packaging sourced or manufactured in Alameda County. Provides technical assistance and incentives to brand owners for adopting package labeling best practices for recyclability and incorporating life-cycle assessment (LCA) into product packaging decisions.

FY 14-15 Accomplishments

- Participated in the Sustainable Packaging Coalition and other industry-wide efforts to research and advance sustainable packaging initiatives.
- Developed web-based guidance on recyclability labeling.
- Provided Essentials of Sustainable Packaging training two day course in Alameda County.
- Developed, offered and promoted incentives for Alameda County consumer brands interested in adopting the How2Recycle label for their product packaging.
- Identified and evaluated existing guidance on sustainable package design including emphasis on life cycle thinking, recyclability and recycled content.

FY 15-16 Activities

- Maintain the Agency's presence and influence on the industry-wide dialogue on sustainable packaging, engaging in projects that intersect with Agency goals and contributing local government perspective where it is needed in industry and other groups.
- Promote and share guidance and training on recyclability labeling best practices.
- Provide technical assistance, training, and incentives to businesses for incorporating recyclability labeling and life cycle analysis (LCA) into their packaging decisions, in support of the Agency's Package Labeling & LCA target.
- Track and assess progress towards the target. Reassess and revise target if appropriate.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$57,000	\$157,206	\$214,206	0.60	-

Funding Source, FY 15-16

(24) Mitigation	(33) RB Source Reduction	(34) RB Market Development
\$71,416	\$71,395	\$71,395

BayREN (Bay Regional Energy Network)

Project #: 001347

Project Manager: Karen Kho

Description

The Bay Area Regional Energy Network is a collaboration between the Agency, ABAG and the other eight Bay Area counties to continue Energy Upgrade California activities, and launch new energy efficiency programs with ratepayer funding. Offers energy audits, rebates, technical assistance and contractor trainings. This is a multi-year project that is contracted through December 2015 and expected to be renewed in 2016.

FY 14-15 Accomplishments

- Implemented regional multifamily program, with average project energy savings of 16%. On target to serve 2,750 units in County.
- Secured approval for \$3.3 million expansion to the multifamily rebate program.
- Conducted single family outreach throughout Alameda County, including Energy Challenges in Dublin, Fremont and San Leandro, to promote Energy Upgrade California rebates. Enrolled almost 1000 households in the Home Energy Analyzer behavioral pilot.
- Facilitated the participation of Alameda and Hayward in the BayREN codes compliance baselining program and scheduled 18 trainings on the new energy code.
- Recruited two participating lenders for the multifamily co-financing pilot program.

FY 15-16 Activities

- Serve as technical advisor for the overall BayREN Codes & Standards program and facilitate participation of Alameda County jurisdictions.
- Conduct single family outreach throughout Alameda County.
- Ensure coordination between East Bay Energy Watch activities, BayREN and other energy efficiency programs.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$5,152,500	\$711,594	\$5,864,094	4.42	-

Funding Source, FY 15-16

(40) Energy Council
\$5,864,094

Energy Council Offset

Project #: 001349

Project Manager: Karen Kho

Description

This project covers proposal development expenses and pilot projects for Energy Council priority areas. It is funded from the charge rate on hard costs that is being billed to external contracts and grants.

FY 14-15 Accomplishments

- Submitted proposal to fund water-energy projects in Alameda County Disadvantaged Communities to the Department of Water Resources water-energy grant solicitation.
- Developed partnership with Alameda County Office of Education.
- Implemented Department of Energy (DOE) Home Energy Score partnership with funding through BayREN.

FY 15-16 Activities

- Develop new strategic partnerships in areas of high priority for Energy Council funding, including Prop 84 and water-energy nexus.

<u>Project Cost, FY 15-16</u>				
<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$57,000	\$54,560	\$111,560	0.27	-

Funding Source, FY 15-16

(40) Energy Council
\$111,560

DISCARD MANAGEMENT

Schools Transfer Station Tours

Project #: 002020

Project Manager: Roberta Miller

Description

Provide tours for school children at the Davis Street and Fremont Recycling and Transfer Stations. Teaches students, teachers and parents about the 4Rs (reduce, reuse, recycle and rot) and provides walking tours of a transfer station.

FY 14-15 Accomplishments

- Provided 250 tours to 9,000 students, 250 teachers and 2,000 parent/chaperones.
- Implemented revised 4th grade tour, stressing Common Core and Next Generation Science Standards.
- Sponsored America Recycles Day event in partnership with Waste Management.
- Hosted 35 Service Learning Waste Reduction Project (SLWRP) teachers for tour and training.
- Hosted three teacher workshops.
- Hosted three school district personnel trainings.
- Developed three new tours for middle and high school for SLWRP classes.

FY 15-16 Activities

- Provide tours at Fremont BLT and Davis Street transfer station sites.
- Manage the operations and maintenance of two education centers and supervise intern hiring and training.

		<u>Project Cost, FY 15-16</u>	
<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$211,000	\$409,549	\$620,549	4.18
			-

Funding Source, FY 15-16

(21) Facilities
\$620,549

Revolving Loan Fund

Project #: 002030

Project Manager: Meri Soll

Description

Provides capital to non-profit groups and businesses in Alameda County and contiguous counties in the form of low-interest loans. The loan fund invests in local recycling, reuse and recycled content product enterprises, with the goal of using economic development to build local recycling and reuse capacity.

FY 14-15 Accomplishments

- Financed \$175,000 loan to Woodmill Recycling to expand their operation.
- Received and processed additional loan inquiries.
- Promoted use of the revolving loan fund and support financing pilots at Alameda County water suppliers.

FY 15-16 Activities

- Monitor SAFE-BIDCO's performance in underwriting and servicing of loans.
- Develop outreach strategies to coordinate with Agency's core programs and targets.
- Work with strategic partners such as community banks, East Bay Economic Development Agency, Clean Tech and others to promote loan fund.
- Track diversion, cost per ton and jobs created due to loans made.

		<u>Project Cost, FY 15-16</u>		
<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$635,000	\$64,709	\$699,709	0.21	-

Funding Source, FY 15-16

(29) RB Revolving Loans
\$699,709

Competitive Grants

Project #: 002040

Project Manager: Meri Soll

Description

Provides funding for qualified organizations to implement programs with diversion impacts in Alameda County. Larger grants are awarded on a competitive basis. Smaller grants include:

- Reuse Operating Grants of up to \$15,000 to support ongoing reuse activates by non-profits.
- Mini-grants of up to \$5,000 to all types of businesses, municipalities, and non-profits for projects incorporating the 4Rs.
- Community Outreach grants to assist the Agency in reaching non-English speaking communities to promote food-scrap recycling.
- Lawn to Garden grants to non-profits interested in converting their lawns to sustainable landscapes using sheet mulching techniques.
- Charity Thrift grants of up to \$15,000 to thrift stores operating in Alameda County (to offset the cost of illegal dumping at their facilities).

FY 14-15 Accomplishments

- Further developed grant focus areas to better coordinate with current Agency projects and goals including Ready, Set, Recycle, as well as reaching low income/non English speaking audiences.
- Awarded \$267,327 in grant funds to 28 non profit entities. Successful new Community Outreach Grants focus area: 17 nonprofits awarded outreach grants resulting in reaching over 17,000 community members via outreach materials and presentations.
- Coordinated funding for food waste prevention grants.

FY 15-16 Activities

- Promote grant program via mailing lists, grassroots outreach and social marketing websites.
- Continue to promote Community Outreach grants program to non-profit entities in Alameda County.
- Increase outreach activities to reach non-English speaking communities to promote food scrap collection, recycling and lawn conversion activities.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$308,000	\$144,646	\$452,646	0.56	-

Funding Source, FY 15-16

(32) RB Grant to Non
Profit
\$452,646

Ready, Set, Recycle

Project #: 002050

Project Manager: Judi Ettlinger

Description

Reward-based program to increase diversion of recyclables and compostables through the existing collection system. Provides a mechanism to effectively communicate recycling messages to broad sectors including single family and multi-family residents.

The 4Rs Student Action Project leverages Ready Set Recycle and engages 5th grade classrooms through action-based learning curriculum and teacher training. Students conduct waste audits, design and implement action projects, and participate in events, workdays and outreach activities.

The Service Learning Waste Reduction Project (SLWRP) provides middle and high school teams of students and teachers with the training and resources to design and implement programs to divert materials from their school and community waste streams, and engage the broader community through outreach events.

FY 14-15 Accomplishments

- Ready Set Recycle: Continued year-round version of Ready Set Recycle (RSR) campaign with focus on food scrap and food soiled paper recycling. Added new features to RSR website. Partnered with Cal Athletics leveraging the campus Zero Waste initiative. Conducted presentations on food scrap recycling at workshops and community events.
- Student Action Projects-4Rs: Approximately 1480 new 5th grade students in 51 classes learned about Alameda County's wasteshed and foodsheds, conducted waste audits at home and school, and identified ways to take action to reduce waste through outreach projects. Reached 8500 students, family members and residents indirectly through school-wide discard action project initiatives including RSR School Challenges, posters, infrastructure support, brochures, flyers, newsletters, and buddy books. Five schools in Alameda, Fremont, Oakland, and San Leandro implemented the RSR School Challenge.
- SLWRP: 14,000 students and teachers participated in the middle and high school service learning program. Middle and High School students participated in four community outreach events.

FY 15-16 Activities

- Coordinate school on-site and classroom RSR and 4Rs engagement. Provide orientation, on-going supervision and performance evaluation of three Classroom Sustainability Associates and one Community Outreach Program Specialist.
- Increase participation among Alameda County residents in existing recycling programs with an emphasis on food scrap recycling.
- Promote residential recycling of food scraps and food soiled paper through community outreach and presentations.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$680,050	\$801,492	\$1,481,542	6.27	-

Funding Source, FY 15-16

(21) Facilities	(24) Mitigation
\$1,191,463	\$290,079

Benchmark Report Production and Distribution

Project #: 002070

Project Manager: Jeff Becerra

Description

Produce and distribute at least one benchmark report to all garbage account holders who have not opted out of the service. Respond to customer inquiries, including fulfilling opt-out requests from new account holders.

FY 14-15 Accomplishments

- Produced and distributed second benchmark report in January, 2015. Developed web-based benchmark resources and responded to customer inquiries, including processing opt-out requests.

FY 15-16 Activities

- Produce and distribute one benchmark report to all garbage account holders who have not opted-out of the service; secure hauler mail lists; provide haulers with timely lists of opt-outs at end of each opt-out period (new accounts only).

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$185,000	\$122,872	\$307,872	0.65	-

Funding Source, FY 15-16

(23) Benchmark Fees
\$307,872

Benchmark Data and Analysis

Project #: 002080

Project Manager: Mark Spencer

Description

Provides data collection, management and analysis for recycling performance of single family, multifamily and commercial rate payers in Alameda County. Tracks progress toward Agency goal of less than 10% readily recyclable materials in the garbage by 2020.

FY 14-15 Accomplishments

- Collected approximately 2,200 single family, 500 multi family resident and 1,200 commercial account samples. Provided data analysis and metrics results for annual Benchmark report.

FY 15-16 Activities

- Manage contractor performing data collection, supervise development of database structure, conduct analysis and report results as directed by Benchmark Report team (#2070), and coordinate with member agency staff and franchisees on data collection.

<u>Project Cost, FY 15-16</u>				
<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$362,000	\$205,976	\$567,976	0.70	-

Funding Source, FY 15-16

(23) Benchmark Fees
\$567,979

Mandatory Recycling Implementation

Project #: 002090

Project Manager: Tom Padia

Description

Implements Mandatory Recycling Ordinance 2012-01 in "opt-in" jurisdictions representing 90+% of the county, covering multi-family buildings with five or more units, commercial accounts with 4+ cubic yards/week of garbage service (Phase 1, eff. 7/1/12) or all commercial accounts (Phase 2), and in-county transfer stations and landfills. Also implements WMA Ordinance 2008-01 (Plant Debris Landfill Ban) countywide. Outreach, technical assistance and progressive enforcement all support Agency goal of landfilled refuse in 2020 comprised of less than 10% readily recoverable material. Phase 2 of ordinance began July 1, 2014 in seven jurisdictions, extending coverage to all commercial accounts and adding organics to list of required divertable materials. Two member agencies opted out of both phases, two opted in to Phase 1 and opted out of Phase 2, and thirteen opted in to both Phases either fully or on a Compliance Schedule Waiver (i.e. delayed coverage for some accounts &/or materials, but resulting in full coverage).

FY 14-15 Accomplishments

- Began enforcement of Phase 2 of the Ordinance, expanding to commercial accounts of all sizes and including organics as covered materials in participating jurisdictions.
- Conducted over 8,500 inspections of covered multi-family and commercial accounts for those opted in to Phase 1 and 2 of the Ordinance.
- Sent out over 1,800 enforcement letters (Notifications and Warnings) to covered account holders based on inspection results.
- Began issuance of Citations to covered account holders based upon inspection results and with concurrence of jurisdictions' Primary Enforcement Representatives.
- Reached out to over 1,200 commercial accounts with waste reduction and compliance assistance. Top priority given to accounts receiving enforcement letters.
- Conducted a multi-family technical assistance pilot program to assist ~60 multi-family properties with organics collection implementation and gather lessons learned.
- Continued outreach regarding Phase 2 requirements including direct mail to newly covered accounts and those with new requirements as of 7/1/15 in Hayward, Newark and San Leandro.
- Reprogrammed enforcement management system for Phase 2 requirements.

FY 15-16 Activities

- Engage in ongoing outreach to covered multi-family and commercial accounts, haulers, cities, chambers, trade associations, and the press regarding compliance and progress towards the ordinance goals.
- Continue Phase 1 enforcement and complete first round of Phase 2 inspections of all covered accounts; follow up with subsequent re-inspections of all violations.
- Manage the technical assistance consulting contract for mandatory recycling ordinance compliance to reach at least 1,000 businesses and oversee outreach/PR activities related to the ordinance.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$1,108,000	\$1,177,664	\$2,285,664	5.92	-

Funding Source, FY 15-16

(24) Mitigation
\$2,285,664

Construction & Demolition Debris Recycling

Project #: 002110

Project Manager: Meri Soll

Description

Offers technical assistance to member agencies to support Construction & Demolition Debris (C&D) ordinance implementation and revisions, including incorporating Green Halo (a web based C&D tracking tool) into permit system. Acts as a liaison to provide input on 3rd party certification protocol and programs for nationwide rollout of program. Works with local C&D facilities regarding diversion reporting and coordination with ordinances. Provides technical assistance and outreach to the construction industry to increase jobsite recycling and deconstruction activities. Works with the building material reuse industry to promote reuse. Maintains reporting system to assess diversion rates for mixed C&D recycling facilities.

FY 14-15 Accomplishments

- Coordinated with regional municipalities to create Bay Area pilot of third party C&D recycling facility rating system to calculate accurate recycling rates.
- Hosted Bay Area C&D Facility Certification summit for Bay Area recycling facility and municipal staff.
- Worked with Recycling Certification Institute (RCI) and staff to develop and pass a Pilot Credit with the US Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system, which recognizes facilities certified by the RCI.
- Hosted C&D working group to discuss local and regional issues relating to C&D.
- Co-Chaired California Resource and Recycling Association's C&D Technical Council.
- Worked with Green Halo to improve systems in cities, as well as provide subsidies for cities to use Green Halo.
- Advocated for increasing C&D recycling rates in the 2016 California building code.

FY 15-16 Activities

- Provide technical assistance and financial incentives to C&D recycling facilities to become RCI certified.
- Continue to work with member agencies to incorporate Green Halo tracking tool for third party reporting and ordinance implementation.
- Chair the CRRRA C&D Technical Council.
- Monitor and update C&D recycling data for recycling databases (both RecycleWhere and Green Halo).

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$136,000	\$141,744	\$277,744	0.55	-

Funding Source, FY 15-16

(24) Mitigation	(34) RB Market Development
\$80,618	\$197,126

Materials Recovery Facility Operations & Monitoring

Project #: 002120

Project Manager: Tom Padia

Description

Manage current agreement with Davis Street Material Recovery Facility (MRF) that rewards new diversion of eligible tons. Loads from outside the county, materials required by contract to be processed through the MRF, and outputs used as ADC are ineligible. Contract term is April 2009 - March 2016.

FY 14-15 Accomplishments

- Managed and monitored Davis Street MRF agreement. Agreement extended for two years by WMA Board in January 2014, through March 2016. No new funds were needed, as current reserve is adequate.
- Tracked and solicited reporting from new diversion facilities specified in Facility Fee Cooperative Agreements with Waste Management of Alameda County and Republic Industries.

FY 15-16 Activities

- Manage and close out current seven year incentive agreement (through March 2016) with the Davis Street MRF.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$375,000	\$12,700	\$387,700	0.04	-

Funding Source, FY 15-16

(24) Mitigation
\$387,700

Measure D Disbursement

Project #: 002220

Project Manager: Tom Padia

Description

Provides appropriations from the Recycling Fund to qualifying municipalities. As per County Charter requirements, 50 percent of fund revenues are disbursed quarterly to participating agencies based on population. Funds are designated for the continuation and expansion of municipal recycling programs.

FY 14-15 Accomplishments

- All disbursements made in a timely manner.
- All 16 member agencies filed Annual Measure D expenditure reports.
- Implemented Recycling Board policy regarding adequate commercial recycling and municipal funding eligibility.
- Created web page for member agency staff with all quarterly payment correspondence, Recycling Board policies, Annual Report forms, and relevant reports and documents in one place.

FY 15-16 Activities

- Solicit and receive Measure D Annual Expenditure reports from all participating agencies, and evaluate reports for compliance with eligibility, spending and fund accumulation policies adopted by the Recycling Board.
- Make all quarterly disbursements in a timely manner.

		<u>Project Cost, FY 15-16</u>		
<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$5,164,181	\$0	\$5,164,181	0.00	-

Funding Source, FY 15-16

(27) RB Municipalities
\$5,164,181

Hazardous Waste

Project #: 002310

Project Manager: Debra Kaufman

Description

Addresses non-household hazardous waste issues and service on the ABAG Hazardous Waste Allocation Committee.

FY 14-15 Accomplishments

- Participated in ABAGs Hazardous Waste Allocation Committee.

FY 15-16 Activities

- Serve on ABAG Hazardous Waste Management Allocation Committee.

<u>Project Cost, FY 15-16</u>				
<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$13,000	\$4,417	\$17,417	0.01	-

Funding Source, FY 15-16

(21) Facilities
\$17,417

Used Oil Recycling Grant

Project #: 002311

Project Manager: Jeanne Nader

Description

Coordinate countywide media campaign to promote recycling and proper disposal of used motor oil and filters. Member agencies contribute a percentage of their CalRecycle Used Oil Block Grant funds towards a countywide effort. By working together, member agencies are able to provide consistent messaging, avoid duplication and leverage funding.

FY 14-15 Accomplishments

- Coordinated member agency working group to plan and implement campaign.
- Implemented countywide media campaign promoting recycling and proper disposal of used motor oil and filters with funds from member agency CalRecycle block grants.
- Coordinated efforts with Contra Costa County.
- Participated in regional Rider's Recycle program, promoting motor oil recycling to motorcycle riders.
- Increased web traffic during campaign period from an average of 150 visitors per month to over 8,000.

FY 15-16 Activities

- Coordinate with member agencies to ensure receipt of block grant contributions.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$125,000	\$0	\$125,000	0.00	-

Funding Source, FY 15-16

(22) Externally Funded
\$125,000

Household Hazardous Waste Facilities

Project #: 002312

Project Manager: Debra Kaufman

Description

Provides administration of the Memorandum of Understanding (MOU) between the Authority and the Alameda County Department of Environmental Health for the operation of the countywide Household Hazardous Waste (HHW) and Small Quantity Generator Program, which includes drop-off facilities in Oakland, Hayward and Livermore. Provides promotional and marketing support for the Countywide Household Hazardous Waste Program. Also provides for administration of the MOU between the Authority and the City of Fremont for funding for their HHW facility.

FY 14-15 Accomplishments

- Two of the three County-run facilities (Oakland, and either Livermore or Hayward) were open every Thursday, Friday and Saturday except for holidays.
- Promoted program through mailers, website and phonebook and Google ads.
- Conducted outreach to underserved areas.
- In conjunction with member agencies, collected batteries from sites throughout Alameda County (typically libraries, city halls, fire stations and hardware stores).
- Worked with County Assessor to implement HHW fee on property taxes, and sent bills to property owners who are exempt from property taxes.
- Promoted expanded hours of operation for the Livermore, Oakland and Hayward facilities.
- Promoted the first one day HHW event.
- Recruited sites around the County for future one day events.

FY 15-16 Activities

- Manage the legal and operational relationships with the four HHW facilities as per the terms of the MOUs.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$6,101,923	\$99,681	\$6,201,604	0.40	-

Funding Source, FY 15-16

(28) HHW Fees
\$6,201,604

Business Assistance Supporting Activities

Project #: 002420

Project Manager: Rachel Balsley

Description

Provides technical assistance and partnering efforts for business associations such as Building Owners and Managers Association (BOMA) and the Green Business Program. Promotes high-performing business waste reduction efforts with recognition. Provides support for waste stream diversion infrastructure projects and planning for school district administrators and facilities, maintenance and operations staff.

FY 14-15 Accomplishments

- Updated content on business pages for the new StopWaste website.
- Maintained relationships with Chambers of Commerce and continued participation in East Bay BOMA (Building Owners and Managers Association) Environment Committee.
- Acted as a liaison with the Green Business Program via their steering/advisory committee.
- Solicited school districts for the Agency's Priority Partner Program under Board's guidance. Worked with San Leandro, San Lorenzo and Livermore school districts to develop plan for resolution adoption.
- Continued working with existing priority partner districts (Alameda, Albany, Berkeley, Castro Valley, Emery, Fremont, Oakland and Sunol).
- Planned and implemented "Green Gloves" (waste diversion) symposia for Berkeley, Oakland and Alameda USDs custodians.
- Provided transportation tours to Oakland and Alameda Unified School Districts' custodial staff.

FY 15-16 Activities

- Coordinate business recognition that features outstanding businesses for their significant achievements in waste reduction.
- Provide priority partner school districts with annual report on diversion rates.
- Work with staff at non-priority partner school districts to develop plans for achieving adoption of School Board "Priority Partner" Resolution.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$94,300	\$126,959	\$221,259	0.48	-

Funding Source, FY 15-16

(21) Facilities	(33) RB Source Reduction
\$110,630	\$110,630

COMMUNICATION, ADMINISTRATION & PLANNING

Miscellaneous Small Grants Administration

Project #: 003021

Project Manager: Patricia Cabrera

Description

Allows for the expenditure of miscellaneous grants that are less than \$50,000. In 2010, the Authority Board adopted a policy that allows the Executive Director or designee to accept individual grants up to \$50,000 without board approval. The policy also allows the Executive Director to expend up to the individual grant amount (not to exceed \$50,000) provided that an appropriation to expend miscellaneous grants is budgeted. This appropriation of \$300,000 is an estimate of what these smaller grants may total in the upcoming fiscal year, and will be adjusted in subsequent fiscal years as needed.

FY 14-15 Accomplishments

- No grants received in FY14/15.

FY 15-16 Activities

- Allocate grant funds as needed and report to the Authority Board as required by the policy.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$300,000	\$0	\$300,000	0.00	-

Funding Source, FY 15-16

(22) Externally Funded
\$300,000

General Overhead

Project #: 003110

Project Manager: Pat Cabrera

Description

Provides for overall administrative operations of the agency, including property and facilities maintenance; equipment purchases; risk management; records retention; personnel administration; budget development; accounting and fiscal management; information technology; and general administrative support in accordance with Generally Accepted Accounting Practices (GAAP), applicable federal, state and local laws and public agency best practices. These functions (along with Waste Management Authority and Recycling Board meetings and other non-project related hours) are part of the Charge Rate applied to labor costs, which are then allocated to Agency projects.

FY 14-15 Accomplishments

- Performed all routine administrative support of Agency under the areas noted above, including facility management, clerical support, and general office management.
- Performed routine review of information technology environment and upgraded hardware and software as needed. Expanded Customer Relations Management (CRM) system in support of Mandatory Recycling Phase 2.
- Completed project to manage online facility fee payments.
- Made revisions to annual performance evaluation system.
- Prepared the annual budget and mid-year budget adjustments. Monitored revenue and expenditures, and revised long-term revenue forecasts. Augmented and/or adjusted reserves as needed for long-term projects. Performed Agency annual financial audit and addressed recommendations.

FY 15-16 Activities

- Continue overseeing all administrative operations including risk and contract management, facility and human resources management and finance and budgeting. Oversee production of the annual and mid-year budgets and review of the annual audit.
- Continue providing staff trainings and career development opportunities as appropriate, ensure that the annual performance evaluation system and mid-year review are conducted as scheduled, recruit and hire annual associates and other vacancies as needed.
- Prepare annual and mid-year budget, oversee annual audit and address any issues, if necessary.

Recycling Board

Project #: 003150

Project Manager: Gary Wolff

Description

Provides support to the Recycling Board (RB) and committees, including agenda preparation, minutes, follow-up on board member requests, and board member compensation. Provides overall governance review for the Recycling Board. Along with General Overhead, the Waste Management Authority (WMA) and non-project related labor hours, the RB function is part of the "non project" costs that make up the Agency's Charge Rate. This rate is applied to labor costs and allocated among Agency projects.

FY 14-15 Accomplishments

- Facilitated monthly meetings of the Recycling Board.

FY 15-16 Activities

- Facilitate monthly meetings of the Recycling Board.

Waste Management Authority

Project #: 003160

Project Manager: Gary Wolff

Description

Provides support to the WMA Board and committees, including agenda preparation, minutes, follow-up on board member requests, and board member compensation. Provides overall governance review for the Authority. Manages land acquisition and litigation, or the threat of litigation. Maintains reserve funds for the Transportation Improvement Program (TIP), developed by the Alameda County Public Works Agency, to mitigate impacts to roadways in the vicinity of the Altamont Landfill. The Authority's share of costs related to the TIP is based on proportional tonnage disposed by out-of-county jurisdictions from import mitigation fees received from San Francisco and other jurisdictions. Along with General Overhead, the Recycling Board Meetings, and non-project related labor costs, the WMA function is part of the "non project" costs that make up the Charge Rate. This rate is applied to labor costs and allocated among Agency projects.

FY 14-15 Accomplishments

- Facilitated monthly meetings of the WMA Board and committees.

FY 15-16 Activities

- Facilitate monthly meetings of the Waste Management Authority.

Property Management

Project #: 003210

Project Manager: Heather Larson

Description

Provides property management services for Authority-owned parcels in the Altamont Hills in eastern Alameda County. Participates in the East Alameda County Conservation Strategy Steering Committee (EACCS) to prioritize habitat for conservation through project mitigation from new development projects in the Tri-Valley area and for repowering efforts. Other services include property maintenance, lease development, cattle grazing licensing, revenue enhancement and other land-related activities.

FY 14-15 Accomplishments

- Maintained property and managed leases and cattle grazing licenses.
- Negotiated wind easement repowering.
- Initiated lease renewal for all six leases on property.
- Updated title reports and property appraisal.

FY 15-16 Activities

- Continue participation in EACCS implementation and updating as needed. Provide financial support to ongoing effort.
- Provide project management and external communications support to the ACWMA property project and lease holders.
- Complete lease renewals for all six leases on property.

<u>Project Cost, FY 15-16</u>				
<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$10,000	\$98,458	\$108,458	0.35	-

Funding Source, FY 15-16

(24) Mitigation
\$108,458

Disposal Reporting

Project #: 003220

Project Manager: Gina Peters

Description

Monitors, analyzes and reports on amounts of materials being landfilled, used as alternative daily cover (ADC) or diverted by Alameda County jurisdictions. Reports are provided on a timely basis to member agency jurisdictions that dispose materials in Alameda County and other public agencies as required by law.

FY 14-15 Accomplishments

- Monitored, analyzed and reported on amounts of materials being landfilled, used as ADC or diverted by Alameda County jurisdictions for the four quarters of 2014.
- Reviewed data with member agencies.
- Tracked issues and followed up with member agencies, disposal sites and CalRecycle as needed.

FY 15-16 Activities

- Assist member agency staff with CalRecycle related issues regarding disposal and diversion numbers, diversion programs and annual reports.
- Collect, compile, update and report on disposal, diversion and ADC trends. Ensure that data is accurate; identify and correct discrepancies.
- Implement new disposal data collection software system.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$35,000	\$150,709	\$185,709	0.90	-

Funding Source, FY 15-16

(21) Facilities	(23) Benchmark Fees
\$55,713	\$129,996

Technical Advisory Committee

Project #: 003230

Project Manager: Meghan Starkey

Description

Provides staffing and coordination for the Technical Advisory Committee (TAC), comprised of staff from the Waste Management Authority's member agencies. Provides information to member agencies on franchise terms and contracts.

FY 14-15 Accomplishments

- Held monthly meetings of the TAC.
- Solicited input on development and implementation of major initiatives of the Authority, including the reusable bag ordinance, mandatory recycling ordinance, benchmark report and HHW program fee options.
- Provided regular updates to TAC on agency programs of interest such as Ready Set Recycle.

FY 15-16 Activities

- Provide regular updates to TAC on Agency programs of interest.
- Facilitate monthly TAC meetings.
- Solicit input on major initiatives of the agency, including reusable bag ordinance, mandatory recycling ordinance and other Strategic Plan objectives.

		<u>Project Cost, FY 15-16</u>		
<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$3,000	\$44,345	\$47,345	0.17	-

Funding Source, FY 15-16

(21) Facilities
\$47,345

Fee Enforcement

Project #: 003240

Project Manager: Brian Mathews

Description

This project implements ACWMA Ordinance 2009-01 (Facility Fee), and other fee related ACWMA ordinances.

FY 14-15 Accomplishments

- Processed reports and payments from haulers reporting out of Alameda County disposal.
- Conducted investigations and initiated enforcement against haulers not reporting or remitting Facility Fees.
- Developed options for making fee collection easier.

FY 15-16 Activities

- Plan, budget, implement, manage, ACWMA Ord 2009-01 so that there are no large, preventable gaps in revenue collection given the resources available.
- Positively and appropriately represent the Authority policies on statutory fee authorization to regulated parties, government entities, law enforcement, District Attorneys, legal counsels, CalRecycle, or others as needed.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$162,000	\$194,665	\$356,665	0.81	-

Funding Source, FY 15-16

(21) Facilities
\$356,665

General Planning

Project #: 003410

Project Manager: Debra Kaufman

Description

Provides general planning assistance to the agency, including researching issues, developing positions on solid-waste related planning documents, responding to waste-related Environmental Impact Reports (EIRs), assisting with climate work related to solid waste, and providing planning assistance on other topics. Updates Sustainability Indicator Report, to help measure program results and long-term program direction (Appendencies A and B of Annual Budget). Develops projections for Alameda County waste stream to guide future fiscal planning efforts.

FY 14-15 Accomplishments

- Updated Sustainability Indicator Report (Appendix A of the Annual Agency Budget).
- Participated in BAAQMD climate change gap analysis for solid waste sector.
- Developed and submitted Five Year Review Plan to CalRecycle.
- Updated CoIWMP to reflect current transfer and disposal agreements and disposal capacity.
- Developed projection for FY 15-16 waste stream.

FY 15-16 Activities

- Update Annual Budget Appendix A: Sustainability Indicator and Appendix B: Long Term Activities List.
- Address planning issues of regional importance such as responding to EIRs and providing input on other regional or state solid waste planning documents, as needed.
- Produce disposal and revenue projection for FY 16-17 budget planning.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$26,000	\$89,670	\$115,670	0.30	-

Funding Source, FY 15-16

(21) Facilities
\$115,670

Residential Organics Recovery Pilots

Project #: 003420

Project Manager: Tom Padia

Description

Supports one or more member agencies with piloting every other week residential garbage collection. Volition for the project must come from the member agency with the cooperation of their hauler. StopWaste funding may be used in any mutually agreed upon way to help the project move forward (e.g. funding focus groups, surveys, design/printing of outreach materials, measurement studies, etc). Every other week residential garbage collection has the potential to help move significant quantities of compostables from the garbage cart into the green bin and realize certain operational economies when taken to scale. Project will also involve pilot testing of kitchen pail liners or other means of increasing residential food scrap capture rates and overcoming the "ick factor" and other obstacles to increasing residential organics diversion.

FY 14-15 Accomplishments

- A couple of jurisdictions have expressed interest in possible every other week pilots, but lead time is long for any such effort.
- The Recycling Board Five Year Program Audit concluded in 2013 profiled the conditions and experiences in other communities that have adopted every other week residential garbage collection, including Vancouver, WA; New Westminster, British Columbia; Renton, WA; and Portland, OR. The 2014 Benchmark report underscored the importance of efforts to drive more food scraps into the green cart from the garbage cart.

FY 15-16 Activities

- When invited, assist one or more member agencies with every other week collection pilot.
- Present to the Boards a summary aimed at identifying ways to significantly increase organics diversion, including final or partial results of a residential bag pilot project, and a summary of literature on every other week garbage collection.
- Conduct research on and pilot ways to increase capture of residential food scraps, including pail liners, specific messaging, feedback loops, etc.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$250,000	\$100,231	\$350,231	0.31	-

Funding Source, FY 15-16

(24) Mitigation
\$350,231

ColWMP Amendments Application

Project #: 003430

Project Manager: Debra Kaufman

Description

Considers and makes recommendations on amendments to the Countywide Integrated Waste Management Plan (ColWMP), as proposed by private industry and others.

FY 14-15 Accomplishments

- Received and processed amendment application from Hayward Transfer Station. Brought to Board for approval in April, 2015.
- Updated the ColWMP as part of the Five Year Review process with facts, figures and current disposal capacity information.

FY 15-16 Activities

- Submit proposed amendments to the Authority Board for review and approval.
- Process applications for amendments to the ColWMP in accordance with adopted procedures and legal requirements.
- Submit non-disposal facility element amendments to the Recycling Board for review.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$0	\$13,252	\$13,252	0.04	-

Funding Source, FY 15-16

(21) Facilities
\$13,252

Five Year Audit

Project #: 003460

Project Manager: Tom Padia

Description

Provides for a five-year financial, compliance and programmatic Recycling Board Audit, as per Measure D. Financial audit occurs in two phases (three years/two years intervals). Programmatic audit conducted separately covering all five years. Audit covers both StopWaste and the member agencies.

FY 14-15 Accomplishments

- Developed and distributed RFP for Five Year Financial & Compliance Audit and selected contractor (Crowe Horwath).
- Collected and distributed internal data for audit.
- Completed bulk of financial review of member agencies, grantees and Recycling Board.

FY 15-16 Activities

- Wrap up Phase 1 of Financial & Compliance Audit. Present to Recycling Board, circulate findings and recommendations and implement as per direction of the Board.
- Execute Phase 2 contract amendment with Crowe Horwath, once FY 15/16 budget adopted by Recycling Board. Phase 2 work will commence after end of FY 15/16.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$85,500	\$22,526	\$108,026	0.08	-

Funding Source, FY 15-16

(32) RB Grant to Non
Profit
\$108,026

General Agency Communication

Project #: 003510

Project Manager: Jeff Beccera

Description

Provides general oversight, coordination and technical assistance to Agency in areas of public relations, advertising, customer research and communications.

FY 14-15 Accomplishments

- Responded to approximately 150 requests per month for recycling assistance via phone and email.
- Developed Identity Guide and Logo Style Guide for staff and contractor use to improve consistency in how the Agency is represented.
- Launched new Agency website with updated content and navigation.
- Launched RecycleWhere 2.0 with responsive design for mobile users and streamlined results presentation.

FY 15-16 Activities

- Plan and implement countywide used oil recycling media campaign, including reporting outcomes to member agencies and CalRecycle.
- Provide residents, businesses and schools with easy-to-access waste reduction information via website and phone hotline.
- Produce at least one, and possibly two, issues of the Agency Update or electronic equivalent.
- Respond to all general recycling inquiries (phone and email) within 48 hours under normal call volume circumstances. Maintain recycling information database.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$201,350	\$947,087	\$1,148,437	3.86	-

Funding Source, FY 15-16

(21) Facilities	(32) RB Grant to Non Profit
\$1,080,837	\$67,600

4Rs Education

Project #: 003520

Project Manager: Mark Spencer

Description

Provides elementary school assemblies and supports elementary school based community outreach events. Supports development and printing of 4Rs curriculum materials. Supports integration and use of Agency's Student Action Project and Service Learning curriculum materials with external agencies.

FY 14-15 Accomplishments

- Provided 65 elementary school assemblies.
- Collaborated with local environmental education providers to develop Climate Literacy Collaborative to support the training of staff and integration of relevant climate literacy content into classroom and public outreach efforts.
- Worked on State's Environmental Literacy Task Force to develop blueprint for State's Environmental Literacy plan.

FY 15-16 Activities

- Provide 65 elementary school assemblies.
- Partner with local organizations and support the integration of Service Learning and Student Action Project curriculum into workshops focusing on Next Generation Science and Common Core initiatives.
- Support roll-out of agency's community outreach events.

<u>Project Cost, FY 15-16</u>			
<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$73,000	\$38,774	\$111,774	0.14
-			

Funding Source, FY 15-16

(21) Facilities
\$111,774

Legislation

Project #: 003530

Project Manager: Debra Kaufman

Description

Promotes Agency priorities at state level through legislative and regulatory processes. Promotes Agency programmatic priorities via strategic advocacy efforts.

FY 14-15 Accomplishments

- Provided timely status reports and recommendations on legislation to Board, staff, member agencies and interested parties.
- Commented on draft updates to compost regulations.
- Commented on stormwater regulations related to trash requirements.
- Co-sponsored a bill to improve State Disposal Reporting System (DRS) regulations to reduce fee evasion on Alameda County waste disposed out of county.
- Updated the construction waste recycling section of ASHRAE 189.1 and its publication of the 2014 standard.
- Supported efforts of CalRecycle to increase the future requirement for demolition debris recycling in CALGreen code to 65%.
- Coordinated with CalRecycle and other stakeholders on proposals to require recycled content products in the 2016 building code.
- Coordinated with CalRecycle and other stakeholders on a proposal to require adequate space for organics collection in buildings, subject to California's building code. Pending decision later in 2015.
- Published report with the Healthy Building Network and San Francisco Department of Environment that characterizes the attributes of recycled content feedstocks.
- Worked with the USGBC to create new documentation pathways for LEED projects in California to allow the use the CALGreen submittal forms for certification, including the CALGreen waste management plan and tracking documentation.

FY 15-16 Activities

- Advocate for codes and standards to promote Agency priorities, such as recycled content building materials, HHW alternatives, preferred packaging options, C&D and compost/mulch.
- Provide timely legislative updates to the Board, as per the agreed-upon schedule.
- Support adoption of legislation to reduce fee evasion.
- Continue and expand working relationships with established state and/or national organizations such as California State Association of Counties, League of California Cities, California Product Stewardship Council, Californians Against Waste and others.

Project Cost, FY 15-16

<u>Hard Costs</u>	<u>Staff Costs</u>	<u>Total Cost</u>	<u>FTEs</u>	
\$78,500	\$204,227	\$282,727	0.73	-

Funding Source, FY 15-16

(21) Facilities	(32) RB Grant to Non Profit
\$252,727	\$30,000

Appendix A

Recycling and Sustainability Index

BACKGROUND

The Recycling Plan, approved in January 2003, established a multi-dimensional index of recycling and sustainability. The plan acknowledges limitations in the State (CalRecycle) measurement methodology in determining progress towards reduced landfill disposal and sustainability and augments this method with other measures. These measures include the following:

- Annual tons disposed (including all materials in the county charter, to the extent available)
- Comparisons of disposal rates in Alameda County to other counties, including Santa Clara, San Francisco, and Contra Costa counties
- Population and taxable sales
- Annual waste disposed per capita
- Annual waste disposed per business and per job
- Annual waste disposed per \$1,000 in unallocated taxes
- Capture rates in municipal programs
- ADC used from year to year
- Summary of jurisdictional programmatic efforts
- Annual electricity, natural gas, and water use
- Percent recycling rate as determined by the state's former diversion methodology used by the state through 2007, currently replaced with a disposal methodology.

The year for which we are reporting this information is 2013, since 2014 annual reports are not yet available.

TRENDS OF INDICATORS

Waste Disposal

- Disposal volumes peaked in 2000, at 1.77 million tons, and continued an overall downward trend since that time, with the exception of 2003, 2004 and 2012. Waste disposed from 2012 to 2013 increased by 6,581 tons compared to a 46,597 ton increase from 2011 to 2012 for a total of 1,143,955 tons in 2013. ADC usage increased nearly 5% from 352,860 in 2012 to 369,468 in 2013.
- To show the tonnage reported by member agencies to CalRecycle, we report annual adjusted waste disposed, which reflects the tonnage reported in member agencies' Annual AB 939 Reports. These tons reflect allowable decreases in reported tons, reflecting deductions such as mistaken jurisdiction allocations by disposal site or for materials such as contaminated soil.

- While trends related to annual waste disposed (for Indicators A1 to A7) were rather static from 1995 to 2000, a decline occurred from 2000 to 2003, with waste increasing in 2004, declining again each year from 2005 to 2011, slightly increasing in 2012 and in 2013.
- Waste disposed per \$1,000 in taxable sales and per \$1,000 in unallocated taxable sales (Indicators A8 and A9) have declined from 2012 levels and are at an all-time low.
- Total Waste Disposed per Capita and Total Waste Disposed and ADC Usage per capita in Alameda County are higher than three other Bay Area counties for 2013 (Indicator A10). Alameda County's Residential Waste Disposed per Capita is even with San Francisco County and higher than Contra Costa and Santa Clara counties. Commercial waste disposed per industry employment is significantly lower than Contra Costa and higher than San Francisco and Santa Clara counties.
- Residential curbside collection per capita capture rates (Indicator A13) show 2013 per capita collection rates. On average, Alameda County jurisdictions are capturing 0.48 pounds per person per day of curbside recyclable materials compared to 0.51 in 2012 and 0.65 pounds per person per day of organic material compared to 0.63 in 2012.

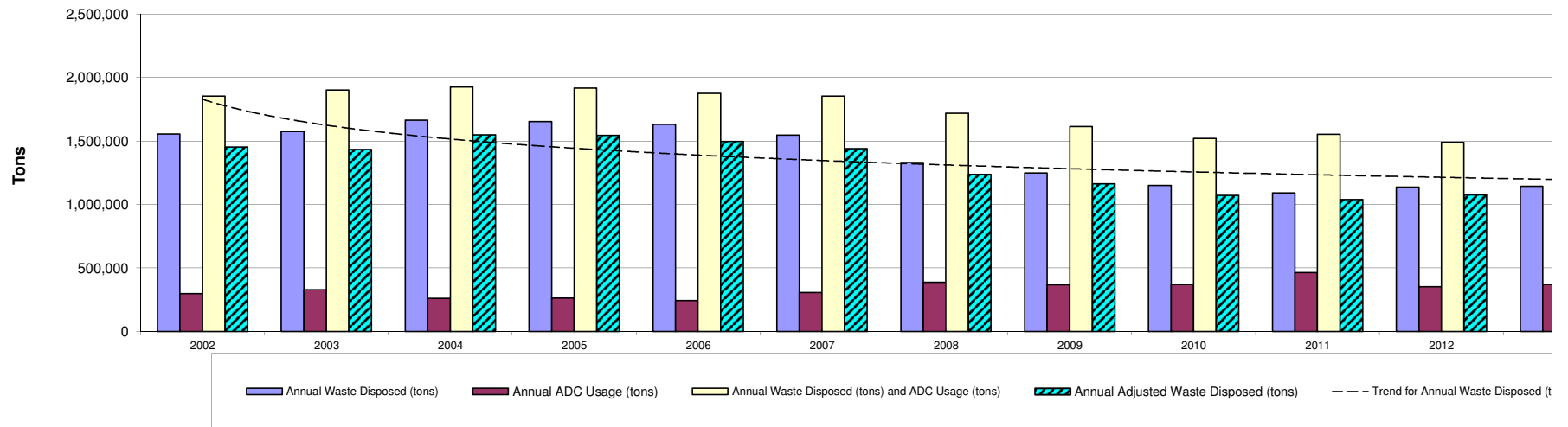
Diversion and Sustainability

- Alameda County jurisdictions' diversion rates (Indicator A12) vary from 67% (Oakland) to 81% (Albany) for 2013.
- The countywide 2013 diversion rate (in effect a weighted average) increased from 2012 to 72% (this was extrapolated from the new disposal based methodology to a calculated diversion rate).
- All jurisdictions reported exceeding the 50% diversion goal.

Energy and Water Usage

- Electricity usage increased from 1996 to 2003, although has been fairly constant from 2000 through 2003 and increased slightly in 2004, 2005, 2006, and 2007. Electricity usage declined from 2008 to 2012, but increased slightly in 2013.
- Natural gas usage decreased from 1999 to 2003; and increased slightly in 2004 and 2005. Natural gas usage per capita has declined each year from 2006 to 2010. Natural gas usage increased slightly in 2011, decreased in 2012, and rose back to 2011 rate in 2013.
- Water usage, which had increased in 2003 and 2004 from 2002 levels, showed a decline in 2005, a slight increase in 2006 and 2007 and a decline again in 2008, 2009, 2010, and 2011. Water usage increased in 2012 and 2013.

**Indices A1, A2, and A3
Annual Waste Disposed (tons) and ADC Usage (tons)**

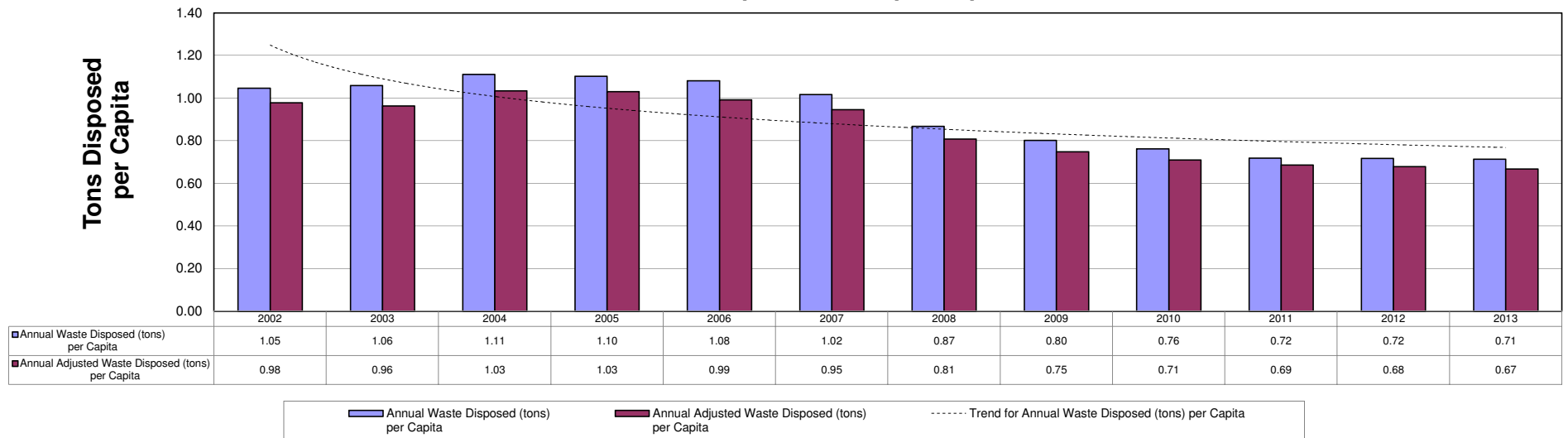


Source Data:

	Source Ref	1990	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Annual Waste Disposed (tons)	a	2,058,839	1,583,321	1,510,564	1,568,539	1,645,552	1,727,393	1,770,204	1,622,450	1,556,419	1,575,269	1,664,287	1,654,970	1,633,380	1,547,513	1,331,443	1,247,775	1,150,727	1,090,777	1,137,374	1,143,955	0
Annual ADC Usage (tons)	a	n/a	n/a	183,273	187,089	176,783	198,695	215,755	220,989	298,175	327,564	262,105	263,652	243,343	306,356	388,208	367,743	369,823	463,087	352,860	369,468	0
Annual Waste Disposed (tons) and ADC Usage (tons)	a, i	2,058,839	1,583,321	1,693,837	1,755,628	1,822,335	1,926,088	1,985,959	1,843,440	1,854,594	1,902,833	1,926,392	1,918,622	1,876,723	1,853,869	1,719,651	1,615,518	1,520,551	1,553,864	1,490,234	1,513,423	0
Annual Adjusted Waste Disposed (tons)	a, j	2,058,839	1,542,516	1,484,841	1,557,008	1,608,912	1,632,530	1,579,652	1,494,707	1,455,428	1,433,995	1,549,830	1,546,724	1,498,906	1,441,499	1,239,721	1,165,813	1,072,404	1,040,810	1,076,625	1,069,782	0

Notes:
 1990 values from Alameda County jurisdictions' SHHEs as accepted by CalRecycle. 1995 to 2008 values from ACWMA Disposal Diversion Accounting & Reporting System. 2009 through 2012 values taken from AB 939 Reports. 2013 data provided by ACWMA. ADC data not available for 1990 and 1995.
 ADC includes: auto shredder fluff; green materials; biosolids/sludge; shredded tires; C&D; and, other materials.
 Annual Adjusted waste disposed is tonnage reported by jurisdictions in their Annual AB939 reports, and thus reflects Calrecycle tonnage deductions.

Indicator A4 Annual Waste Disposed (tons) per Capita



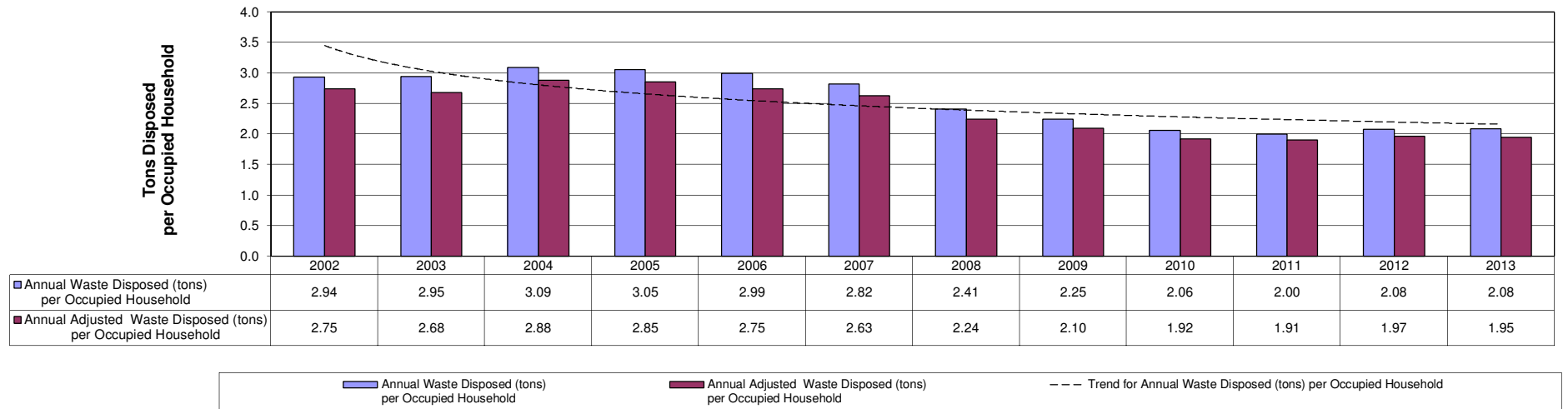
Source Data:

	Source Ref	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Waste Disposed (tons)	a	2,058,839	0	0	0	0	1,583,321	1,510,564	1,568,539	1,645,552	1,727,393	1,770,204	1,622,450	1,556,419	1,575,269	1,664,287	1,654,970	1,633,380	1,547,513	1,331,443	1,247,775	1,150,727	1,090,777	1,137,374	1,143,955
Annual Adjusted Waste Disposed (tons)	a, j	2,058,839	0	0	0	0	1,542,516	1,484,841	1,557,008	1,608,912	1,632,530	1,579,652	1,494,707	1,455,428	1,433,995	1,549,830	1,546,724	1,498,906	1,441,499	1,239,721	1,165,813	1,072,404	1,040,810	1,076,625	1,069,782
Population	b, k	1,276,702					1,344,157	1,356,339	1,381,705	1,413,371	1,438,516	1,443,741	1,462,902	1,486,618	1,487,685	1,498,020	1,500,228	1,509,981	1,522,597	1,535,002	1,556,657	1,509,240	1,517,756	1,586,392	1,603,501

Notes:

1990 values from Alameda County jurisdictions' SRREs as accepted by CalRecycle. 1995 to 2008 values from ACWMA Disposal Diversion Accounting & Reporting System. 2009 through 2012 values taken from AB 939 Reports. 2013 data provided by ACWMA. ADC data not available for 1990 and 1995.
 Source of data is the California Department of Finance, Demographic Research Unit, City/County Population and Household Estimates (2004 & earlier - unrevised E-5 reports; 2005 through 2009 - revised E-5 only available). Population for 2010 through 2012 was obtained from each jurisdictions annual report. Population data for 2013 was obtained from DOF Demographic Research Report E-5.
 Annual Adjusted Waste Disposed is tonnage reported by jurisdictions in their Annual AB939 Reports, and thus reflects CalRecycle tonnage deductions.

**Indicator A5
Annual Waste Disposed (tons) per Occupied Household**



Source Data:

	Source Ref	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Waste Disposed (tons)	a	2,058,839	0	0	0	0	1,583,321	1,510,564	1,568,539	1,645,552	1,727,393	1,770,204	1,622,450	1,556,419	1,575,269	1,664,287	1,654,970	1,633,380	1,547,513	1,331,443	1,247,775	1,150,727	1,090,777	1,137,374	1,143,955
Annual Adjusted Waste Disposed (tons)	a, j	2,058,839	0	0	0	0	1,542,516	1,484,841	1,557,008	1,608,912	1,632,530	1,579,652	1,494,707	1,455,428	1,433,995	1,549,830	1,546,724	1,498,906	1,441,499	1,239,721	1,165,813	1,072,404	1,040,810	1,076,625	1,069,782
Total Occupied Households	b	479,518	482,783	482,777	484,962	487,697	489,810	492,907	495,598	498,911	504,384	523,366	527,106	530,115	534,530	538,081	542,008	545,658	549,031	552,453	555,772	558,230	545,328	546,468	548,794

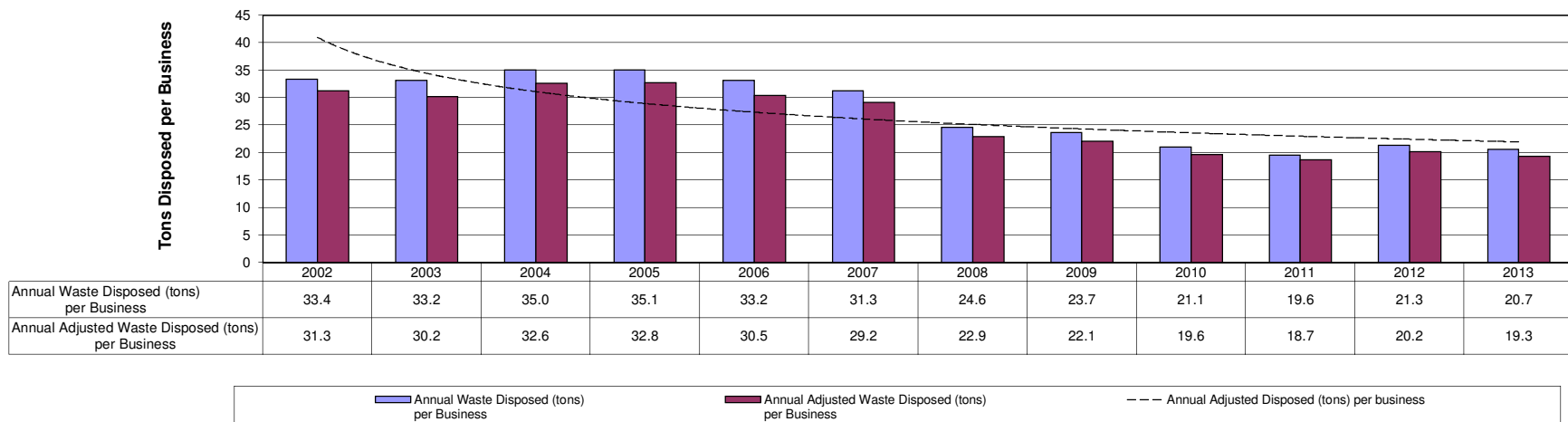
Notes:

1990 values from Alameda County jurisdictions' SRREs as accepted by CalRecycle. 1995 to 2008 values from ACWMA Disposal Diversion Accounting & Reporting System. 2009 through 2012 values taken from AB 939 Reports. 2013 data provided by ACWMA. ADC data not available for 1990 and 1995.

Source of data is the California Department of Finance, Demographic Research Unit, City/County Population and Household Estimates (2004 & earlier - unrevised E-5 reports; 2005 through 2009 - revised E-5 only available). Population for 2010 through 2012 was obtained from each jurisdictions annual report. Population data for 2013 was obtained from DOF Demographic Research Report E-5.

Annual Adjusted Waste Disposed is tonnage reported by jurisdictions in their Annual AB939 Reports, and thus reflects CalRecycle tonnage deductions.

**Indicator A6
Annual Waste Disposed (tons) per Business**



Source Data:

	Source Ref	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Waste Disposed (tons)	a	2,058,839	0	0	0	0	1,583,321	1,510,564	1,568,539	1,645,552	1,727,393	1,770,204	1,622,450	1,556,419	1,575,269	1,664,287	1,654,970	1,633,380	1,547,513	1,331,443	1,247,775	1,150,727	1,090,777	1,137,374	1,143,955
Annual Adjusted Waste Disposed (tons)	a, j	2,058,839	0	0	0	0	1,542,516	1,484,841	1,557,008	1,608,912	1,632,530	1,579,652	1,494,707	1,455,428	1,433,995	1,549,830	1,546,724	1,498,906	1,441,499	1,239,721	1,165,813	1,072,404	1,040,810	1,076,625	1,069,782
Number of Businesses	c	60,000	0	0	0	37,668	41,662	40,176	39,745	44,001	44,190	43,753	45,130	46,558	47,484	47,499	47,197	49,216	49,405	54,022	52,665	54,641	55,683	53,377	55,345

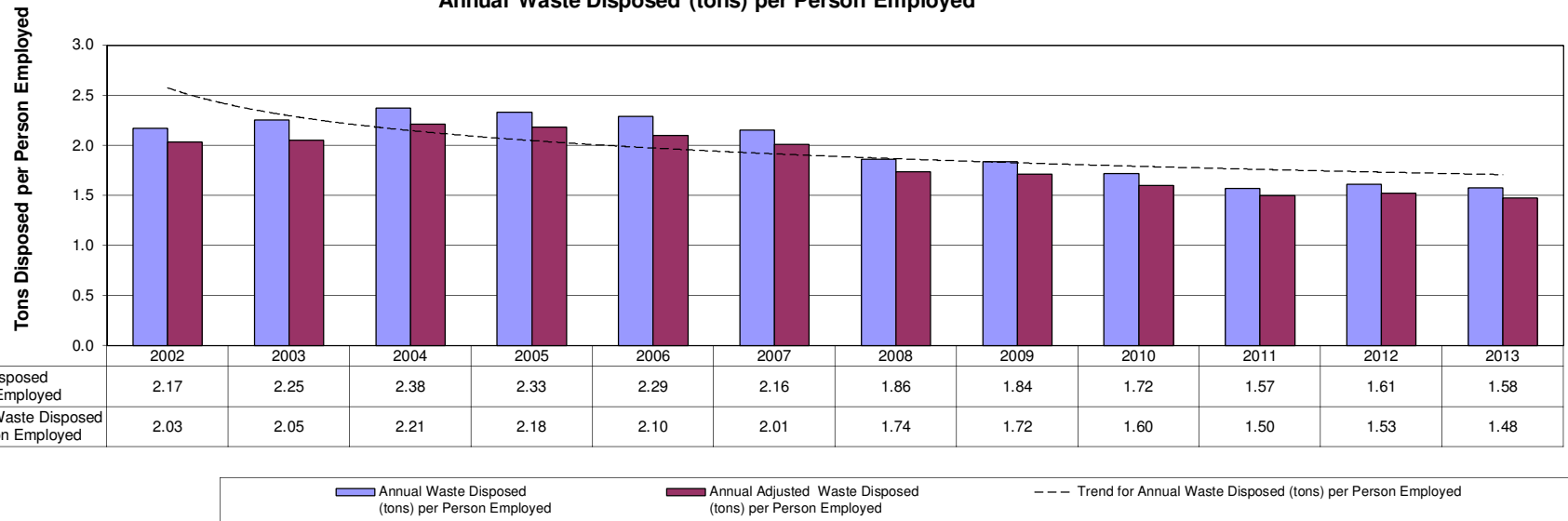
Notes:

1990 values from Alameda County jurisdictions' SRREs as accepted by CalRecycle. 1995 to 2008 values from ACWMA Disposal Diversion Accounting & Reporting System. 2009 through 2012 values taken from AB 939 Reports. 2013 data provided by ACWMA. ADC data not available for 1990 and 1995.

1990 data from individual jurisdictions' SRREs. 2004-2011 data taken from 3rd quarter California Employment Development Department (EDD) "California Size of Business -- Number of Businesses by Employment Size, Industry, and County" Table 3A.

Annual Adjusted Waste Disposed is tonnage reported by jurisdictions in their Annual AB939 Reports, and thus reflects CalRecycle tonnage deductions.

**Indicator A7
Annual Waste Disposed (tons) per Person Employed**



Source Data:

	Source Ref	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Waste Disposed (tons)	a	2,058,839	0	0	0	0	1,583,321	1,510,564	1,568,539	1,645,552	1,727,393	1,770,204	1,622,450	1,556,419	1,575,269	1,664,287	1,654,970	1,633,380	1,547,513	1,331,443	1,247,775	1,150,727	1,090,777	1,137,374	1,143,955
Annual Adjusted Waste Disposed (tons)	a, j	2,058,839	0	0	0	0	1,542,516	1,484,841	1,557,008	1,608,912	1,632,530	1,579,652	1,494,707	1,455,428	1,433,995	1,549,830	1,546,724	1,498,906	1,441,499	1,239,721	1,165,813	1,072,404	1,040,810	1,076,625	1,069,782
Number of Persons Employed	d	652,700	636,300	635,200	635,500	645,400	642,700	646,900	668,000	678,600	694,900	717,100	721,000	715,800	698,900	700,500	709,000	713,000	717,600	714,100	679,600	670,000	695,000	705,900	725,000

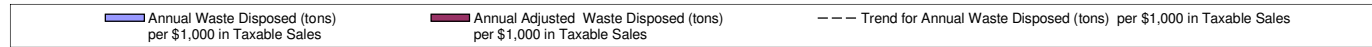
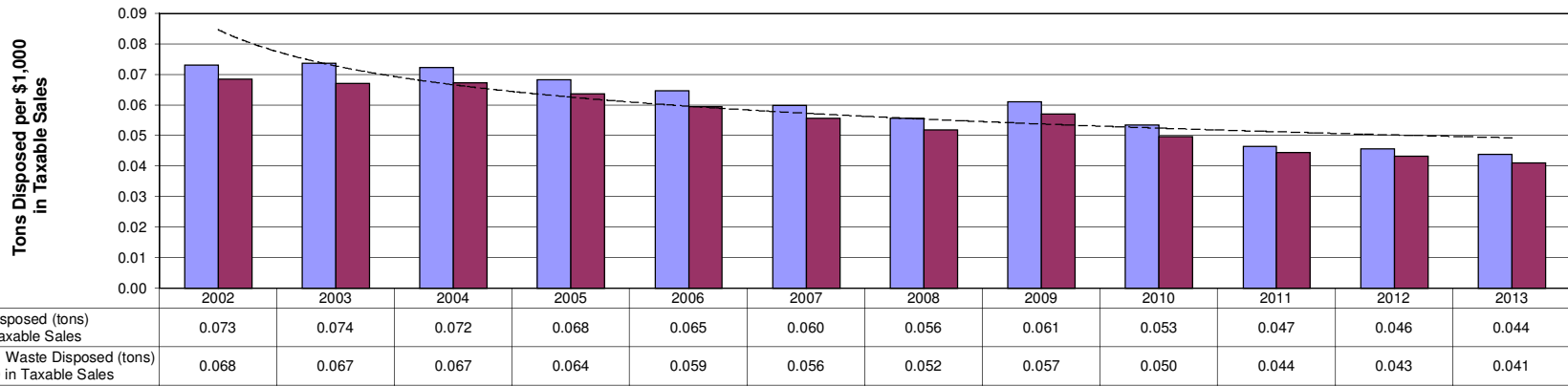
Notes:

1990 values from Alameda County jurisdictions' SRREs as accepted by CalRecycle. 1995 to 2008 values from ACWMA Disposal Diversion Accounting & Reporting System. 2009 through 2012 values taken from AB 939 Reports. 2013 data provided by ACWMA. ADC data not available for 1990 and 1995.

Source of data is the California EDD - Alameda County Historical Annual Labor Force Data, 1990-2012; except 2000 and 2001 data, which was obtained from California EDD "County Snapshot."

Annual Adjusted Waste Disposed is tonnage reported by jurisdictions in their Annual AB939 Reports, and thus reflects CalRecycle tonnage deductions.

Indicator A8
Annual Waste Disposed (tons) per \$1,000 in Taxable Sales

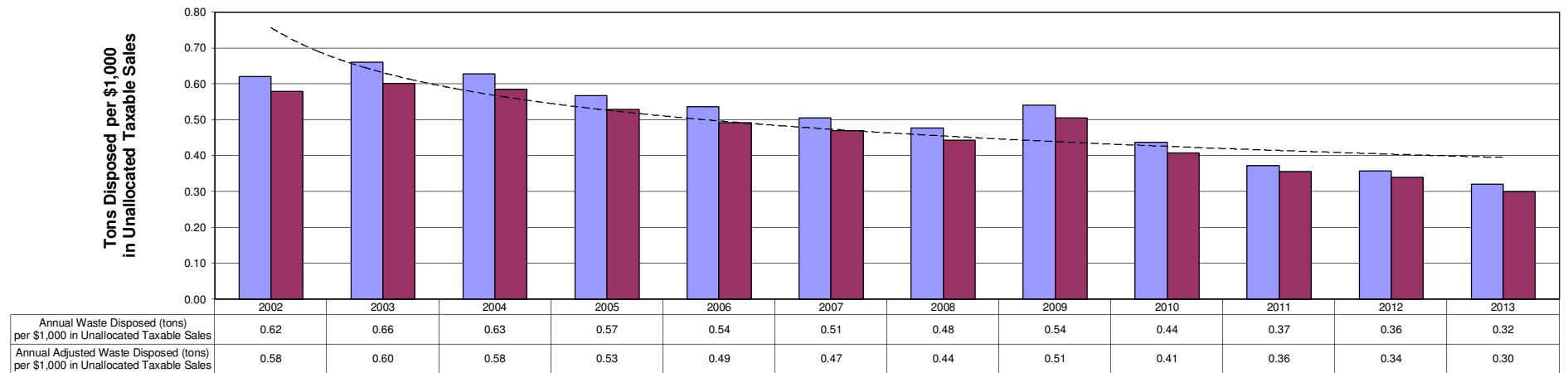


Source Data:

	Source Ref	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Waste Disposed (tons)	a	2,058,839	0	0	0	0	1,583,321	1,510,564	1,568,539	1,645,552	1,727,393	1,770,204	1,622,450	1,556,419	1,575,269	1,664,287	1,654,970	1,633,380	1,547,513	1,331,443	1,247,775	1,150,727	1,090,777	1,137,374	1,143,955
Annual Adjusted Waste Disposed (tons)	a, j	2,058,839	0	0	0	0	1,542,516	1,484,841	1,557,008	1,608,912	1,632,530	1,579,652	1,494,707	1,455,428	1,433,995	1,549,830	1,546,724	1,498,906	1,441,499	1,239,721	1,165,813	1,072,404	1,040,810	1,076,625	1,069,782
Taxable Sales (in thousands)	e	13,093,613	0	0	0	0	15,476,364	17,087,375	18,505,619	19,221,688	20,672,287	23,763,516	22,758,085	21,264,629	21,375,029	22,996,365	24,242,981	25,223,384	25,831,140	23,862,957	20,430,195	21,541,741	23,430,798	24,852,155	26,105,040

Notes:
 1990 values from Alameda County jurisdictions' SRREs as accepted by CalRecycle. 1995 to 2008 values from ACWMA Disposal Diversion Accounting & Reporting System. 2009 through 2012 values taken from AB 939 Reports. 2013 data provided by ACWMA. ADC data not available for 1990 and 1995.
 Source of data is the California State Board of Equalization "Taxable Sales in California" annual reports, Table 2.
 Annual Adjusted Waste Disposed is tonnage reported by jurisdictions in their Annual AB939 Reports, and thus reflects CalRecycle tonnage deductions.

Indicator A9
Annual Waste Disposed (tons) per \$1,000 in Unallocated Taxables Sales



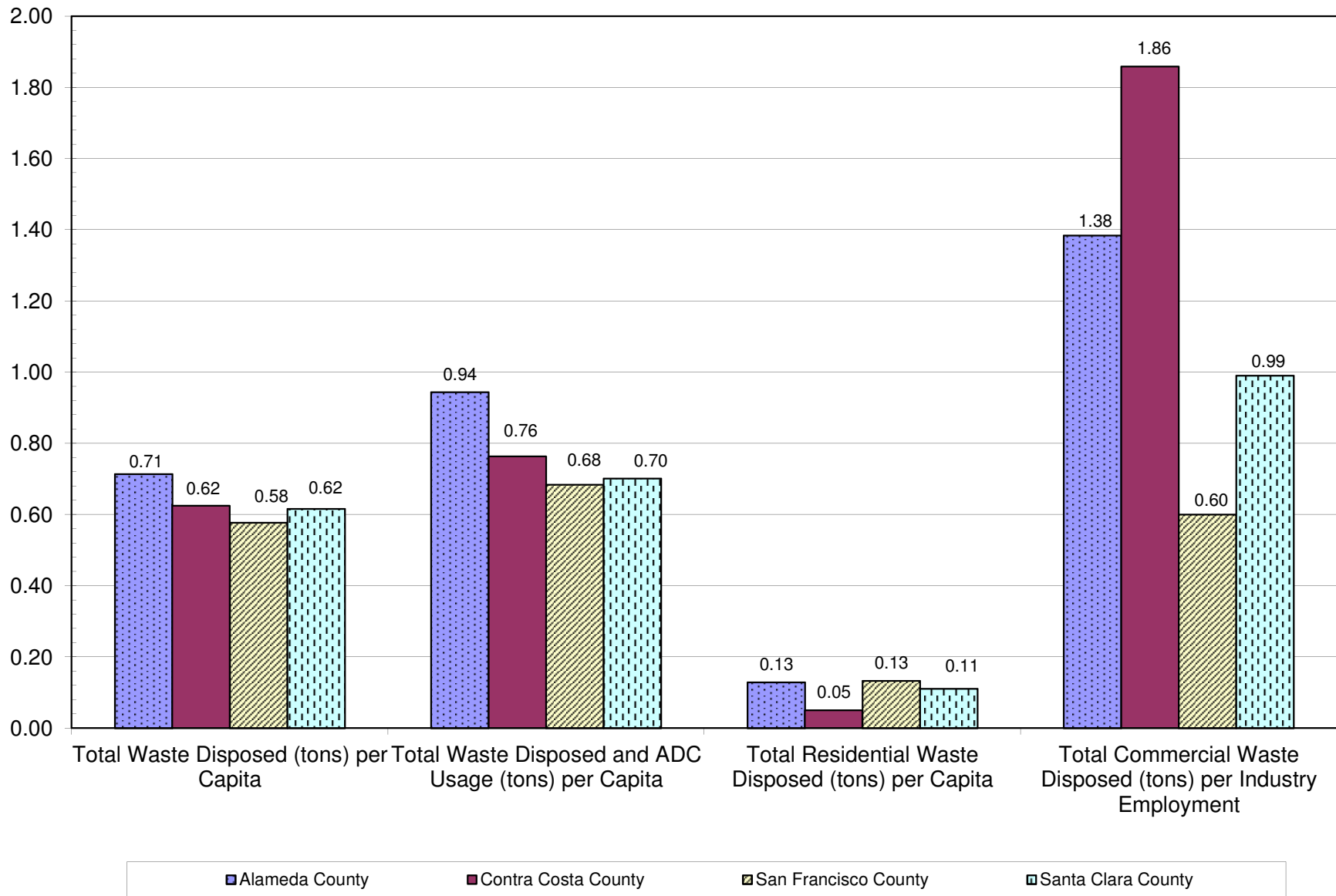
■ Annual Waste Disposed (tons) per \$1,000 in Unallocated Taxable Sales
 ■ Annual Adjusted Waste Disposed (tons) per \$1,000 in Unallocated Taxable Sales
 --- Trend for Annual Waste Disposed (tons) per \$1,000 in Unallocated Taxable Sales

Source Data:

	Source Ref	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Waste Disposed (tons)	a	2,058,839	0	0	0	0	1,583,321	1,510,564	1,568,539	1,645,552	1,727,393	1,770,204	1,622,450	1,556,419	1,575,269	1,664,287	1,654,970	1,633,380	1,547,513	1,331,443	1,247,775	1,150,727	1,090,777	1,137,374	1,143,955
Annual Adjusted Waste Disposed (tons)	a, j	2,058,839	0	0	0	0	1,542,516	1,484,841	1,557,008	1,608,912	1,632,530	1,579,652	1,494,707	1,455,428	1,433,995	1,549,830	1,546,724	1,498,906	1,441,499	1,239,721	1,165,813	1,072,404	1,040,810	1,076,625	1,069,782
Unallocated Taxable Sales (in thousands)	e	1,395,428	0	0	0	0	1,923,442	2,375,634	2,357,257	2,466,393	2,480,722	3,040,588	2,945,228	2,508,625	2,383,798	2,649,757	2,918,145	3,042,481	3,063,067	2,792,211	2,304,629	2,630,874	2,926,365	3,173,348	3,570,159

Notes:
 1990 values from Alameda County jurisdictions' SRREs as accepted by CalRecycle. 1995 to 2008 values from ACWMA Disposal Diversion Accounting & Reporting System. 2009 through 2012 values taken from AB 939 Reports. 2013 data provided by ACWMA. ADC data not available for 1990 and 1995.
 Source of data is the California State Board of Equalization "Taxable Sales in California" annual reports, Table 2.
 Annual Adjusted Waste Disposed is tonnage reported by jurisdictions in their Annual AB939 Reports, and thus reflects CalRecycle tonnage deductions.

**Indicators A10, A11, A11.1, and A11.2
2013 Annual Waste Disposed (tons) and ADC Usage (tons)
Compared to Other Counties**



Indicators A10, A11, A11.1, and A11.2 (cont.)
2013 Annual Waste Disposed (tons) and ADC Usage (tons) Compared to Other Counties

Source Data:

	Source Ref	Waste Disposed	Waste Disposed per Capita	Waste Disposed per Industry Employment
Alameda County				
Annual Waste Disposed (tons)	a	1,143,955	0.71	
Annual Waste Disposed (tons) and ADC Usage (tons)	a	1,513,423	0.94	
Residential Portion of the Annual Waste Disposed (%)	l	18%		
Commercial Portion of the Annual Waste Disposed (%)	l	82%		
Residential Portion of the Annual Waste Disposed (tons)	f	205,912	0.13	
Commercial Portion of the Annual Waste Disposed (tons)	f, n	938,043	0.58	1.38
Industry Employment	n.	677,978		
Population	b, k	1,603,501		
Contra Costa County				
Annual Waste Disposed (tons), Contra Costa County	f	672,004	0.62	
Annual Waste Disposed (tons) and ADC Usage (tons), Contra Costa County	f	821,235	0.76	
Residential Portion of the Annual Waste Disposed (%), Contra Costa County	l	8%		
Commercial Portion of the Annual Waste Disposed (%), Contra Costa County	l	92%		
Residential Portion of the Annual Waste Disposed (tons), Contra Costa County	f	53,760	0.05	
Commercial Portion of the Annual Waste Disposed (tons), Contra Costa County	f, n	618,244	0.57	1.86
Industry Employment, Contra Costa County	n.	332,623		
Population, Contra Costa County	b	1,076,429		
San Francisco County				
Annual Waste Disposed (tons), San Francisco County	f	476,424	0.58	
Annual Waste Disposed (tons) and ADC Usage (tons), San Francisco County	f	564,775	0.68	
Residential Portion of the Annual Waste Disposed (%), San Francisco County	l	23%		
Commercial Portion of the Annual Waste Disposed (%), San Francisco County	l	77%		
Residential Portion of the Annual Waste Disposed (tons), San Francisco County	f	109,578	0.13	
Commercial Portion of the Annual Waste Disposed (tons), San Francisco County	f, n	366,846	0.44	0.60
Industry Employment, San Francisco County	n.	611,717		
Population, San Francisco County	b	826,003		
Santa Clara County				
Annual Waste Disposed (tons), Santa Clara County	f	1,133,189	0.62	
Annual Waste Disposed (tons) and ADC Usage (tons), Santa Clara County	f	1,291,290	0.70	
Residential Portion of the Annual Waste Disposed (%), Santa Clara County	l	18%		
Commercial Portion of the Annual Waste Disposed (%), Santa Clara County	l	82%		
Residential Portion of the Annual Waste Disposed (tons), Santa Clara County	f	203,974	0.11	
Commercial Portion of the Annual Waste Disposed (tons), Santa Clara County	f, n	929,215	0.50	0.99
Industry Employment, Santa Clara County	n.	938,114		
Population, Santa Clara County	b	1,840,895		

Notes shown on following page.

Indicators A10, A11, A11.1, and A11.2 (cont.)

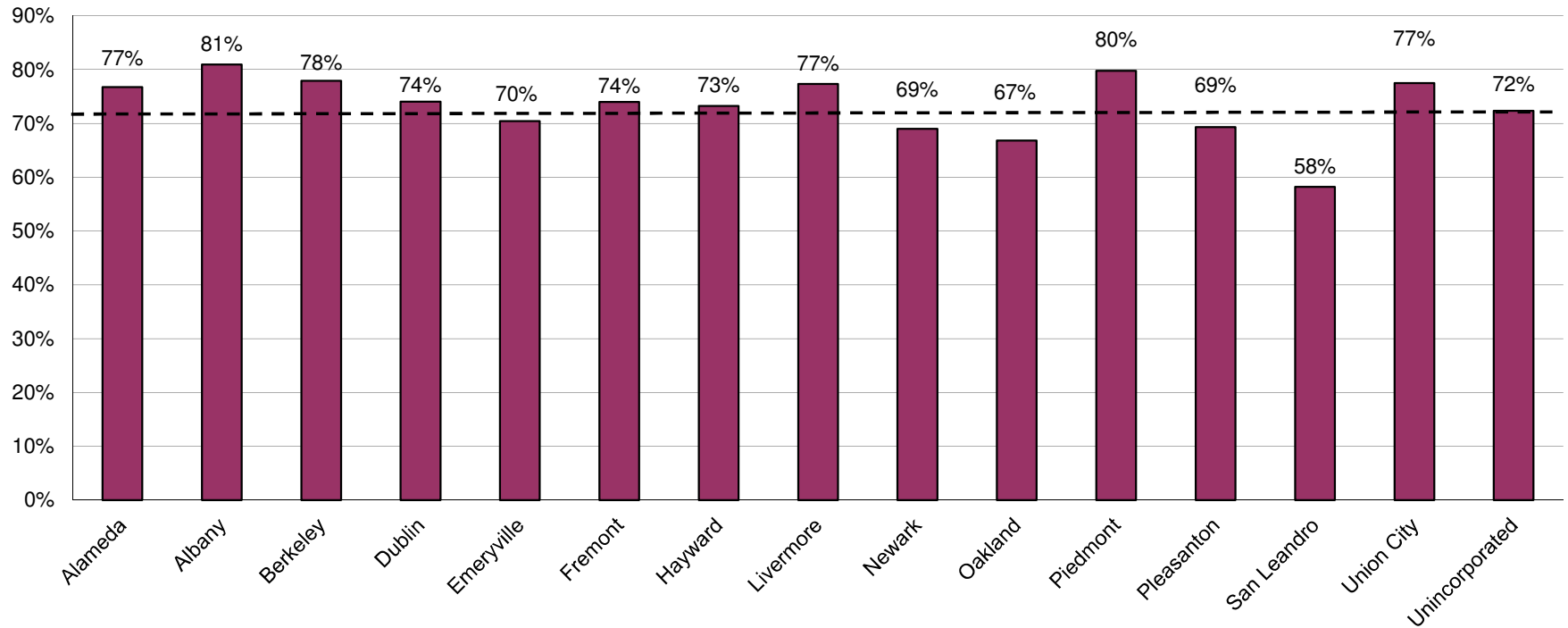
2013 Annual Waste Disposed (tons) and ADC Usage (tons) Compared to Other Counties

Notes:

- a. 1990 values from Alameda County jurisdictions' SRREs as accepted by CalRecycle. 1995 to 2008 values from ACWMA Disposal Diversion Accounting & Reporting System. 2009 through 2012 values taken from AB 939 Reports. 2013 data provided by ACWMA. ADC data not available for 1990 and 1995.
- b. Source of data is the California Department of Finance, Demographic Research Unit, City/County Population and Household Estimates (2004 & earlier - unrevised E-5 reports; 2005 through 2009 - revised E-5 only available). Population for 2010 through 2012 was obtained from each jurisdictions annual report. Population data for 2013 was obtained
- f. Source of data is the CalRecycle Disposal Reporting System.
- l. Effective 2012, CalRecycle will no longer maintain County-Wide profile data. Prior to 2012, this data was obtained from CalRecycle's County-Wide Waste Stream Profile data for Alameda County, Contra Costa County, Santa Clara County, and San Francisco County.
- m. Annual water usage of unincorporated Alameda County for 2003 and 2004 was estimated using average 2002 to 2004 data.
- n. County-Wide Industry Employment data for Alameda County, Contra Costa County, Santa Clara County, and San Francisco County comes from State of California Employment Development Department .

Indicator A12 2013 Diversion Rate by Jurisdiction

2013 County-Wide Weighted Average 72%



Indicator A12 (Cont.)
1995 to 2013 Diversion Rates by Jurisdiction

Jurisdiction	Notes	Diversion Rate													
		1995	1996	1997	1998	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Alameda		48%	48%	56%	59%	68%	68%	66%	66%	67%	71%	75%	72%	76%	77%
Albany		42%	52%	61%	60%	70%	70%	70%	71%	77%	78%	83%	79%	84%	81%
Berkeley		41%	41%	41%	42%	57%	59%	57%	62%	66%	72%	76%	74%	73%	78%
Dublin		26%	37%	43%	31%	50%	55%	56%	61%	66%	73%	75%	73%	76%	74%
Emeryville		51%	61%	49%	41%	66%	64%	75%	63%	74%	70%	77%	65%	70%	70%
Fremont		49%	54%	50%	47%	66%	63%	64%	64%	68%	71%	74%	73%	72%	74%
Hayward		41%	39%	44%	45%	60%	62%	65%	56%	68%	68%	67%	71%	72%	73%
Livermore		26%	25%	45%	37%	65%	63%	63%	60%	64%	71%	73%	74%	77%	77%
Newark		27%	34%	49%	50%	61%	62%	66%	67%	72%	75%	69%	72%	73%	69%
Oakland		27%	34%	39%	40%	55%	58%	59%	57%	66%	67%	65%	65%	66%	67%
Piedmont		47%	47%	50%	52%	65%	64%	66%	68%	72%	84%	75%	69%	71%	80%
Pleasanton		28%	35%	47%	50%	52%	53%	53%	55%	61%	71%	71%	73%	70%	69%
San Leandro		34%	37%	45%	46%	60%	59%	65%	64%	73%	61%	69%	77%	62%	58%
Union City		49%	53%	62%	61%	58%	62%	64%	71%	76%	76%	77%	75%	77%	77%
Unincorporated	a	56%	51%	59%	58%	60%	60%	69%	60%	63%	59%	67%	76%	72%	72%
Average		39%	43%	49%	48%	61%	61%	64%	63%	69%	71%	73%	73%	73%	73%
County-Wide Weighted Rate	b	37%	42%	47%	46%	58%	59%	61%	61%	67%	69%	70%	71%	71%	72%

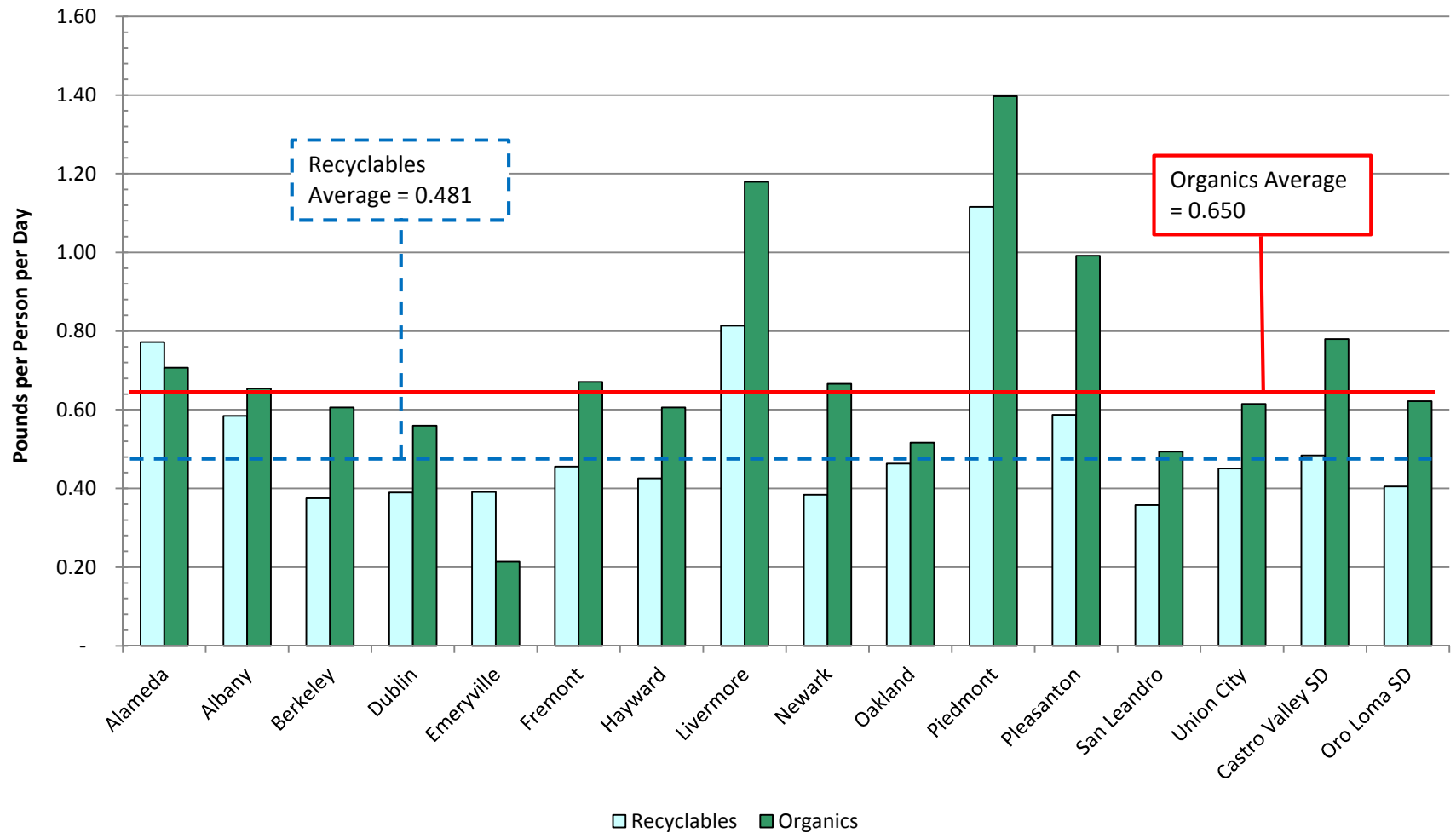
* Diversion rates as approved by CIWMB for 1995 to 2007; 2008, 2009, 2011, 2012, & 2013 diversion rates were Calculated by HF&H. 2010 diversion rate provided by StopWaste.Org.

a. Unincorporated area includes Castro Valley Sanitary District and Oro Loma Sanitary District.

b. The County-wide rate prior to 2007 was derived using a calculated diversion rate equal to total tons disposed in Alameda County divided by tons generated in Alameda County, based on data from each jurisdiction's annual reports submitted to the CIWMB. Beginning 2007, the County-wide rate reflects a weighted average diversion rate based on the population of each jurisdiction and its diversion rate.

Indicator A13

2013 Residential Curbside Collection Per Capita Capture Rates*



*Per capita capture rate equals annual pounds collected divided by population divided by 365 days per year.

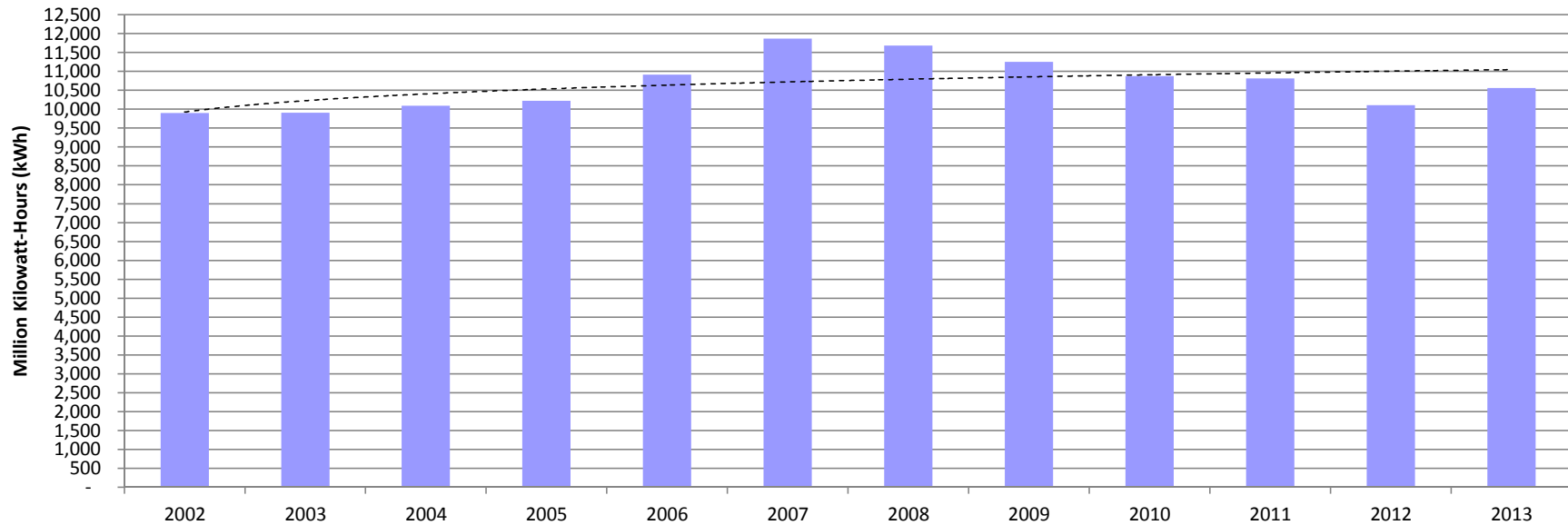
Indicator A13 (Cont.)
Residential Curbside Collection Data

Jurisdiction	2012 Annual Tons Collected			2013 Annual Tons Collected			2013	2013 Capture Rates	
	Recyclables	Organics	Total	Recyclables	Organics	Total	Population	Recyclables	Organics
Alameda	9,380	8,762	18,142	10,596	9,703	20,299	75,197	0.77	0.71
Albany	2,088	1,976	4,064	1,968	2,202	4,170	18,446	0.58	0.65
Berkeley	7,994	14,744	22,738	7,934	12,809	20,743	115,814	0.38	0.61
Dublin	4,535	5,004	9,539	3,553	5,099	8,652	49,932	0.39	0.56
Emeryville	1,335	234	1,569	733	401	1,134	10,278	0.39	0.21
Fremont	19,258	26,837	46,095	18,304	26,948	45,252	220,133	0.46	0.67
Hayward	11,023	13,454	24,477	11,572	16,468	28,040	148,895	0.43	0.61
Livermore	12,597	17,484	30,081	12,385	17,948	30,333	83,404	0.81	1.18
Newark	3,410	4,603	8,013	3,041	5,276	8,317	43,383	0.38	0.67
Oakland	37,666	36,195	73,861	33,800	37,700	71,500	399,699	0.46	0.52
Piedmont	2,268	2,874	5,142	2,220	2,779	4,999	10,900	1.12	1.40
Pleasanton	7,758	13,425	21,183	7,712	13,021	20,733	71,939	0.59	0.99
San Leandro	5,591	8,235	13,826	5,661	7,810	13,471	86,748	0.36	0.49
Union City	5,567	8,077	13,644	5,874	8,013	13,887	71,396	0.45	0.61
Castro Valley SD	5,862	7,890	13,752	5,441	8,772	14,213	61,637	0.48	0.78
Oro Loma SD	10,315	13,634	23,949	10,032	15,391	25,423	135,700	0.41	0.62
Total	146,647	183,428	330,075	140,826	190,340	331,166	1,603,501	0.481	0.650

Notes:

- a. Annual tonnage collected was provided to the Authority by each jurisdiction.
- b. Population data for all cities from CA Department of Finance, Table E-5. CVSD population was taken from US Census Bureau and OLSD taken from its website.
- c. Per capita per day rate = annual tons collected x 2000 pounds per ton/ population/ 365 days per year
- d. City of Emeryville recyclable tons include MFD
- e. OLSD District L2 recycling tons are included in Hayward numbers
- f. OLSD recyclables and organics tons include Districts L1 and L3.

Indicator B1 Annual Electricity Usage



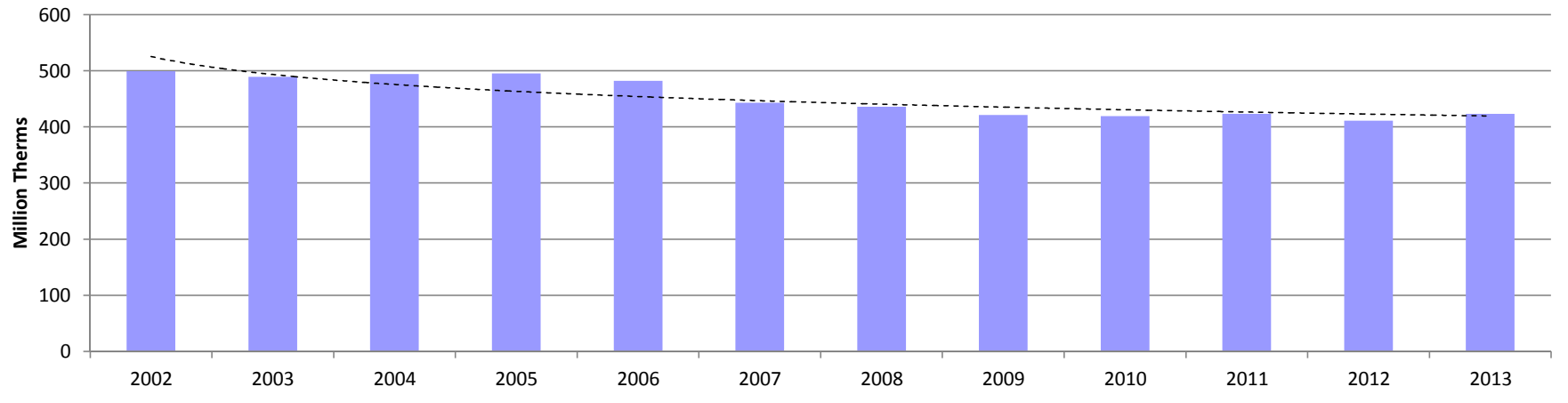
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Electricity Usage (million kWh)	9,898	9,905	10,094	10,219	10,910	11,864	11,682	11,250	10,878	10,815	10,108	10,559

Notes:

Source of data is the California Energy Commission, Demand Analysis Office, Steven Mac, Energy Specialist.

Electricity data prior to 2006 did not include agricultural and water pump usage from a large utility in the county. HF&H has revised usage data for these years, which is available upon request.

Indicator B2 Annual Natural Gas Usage

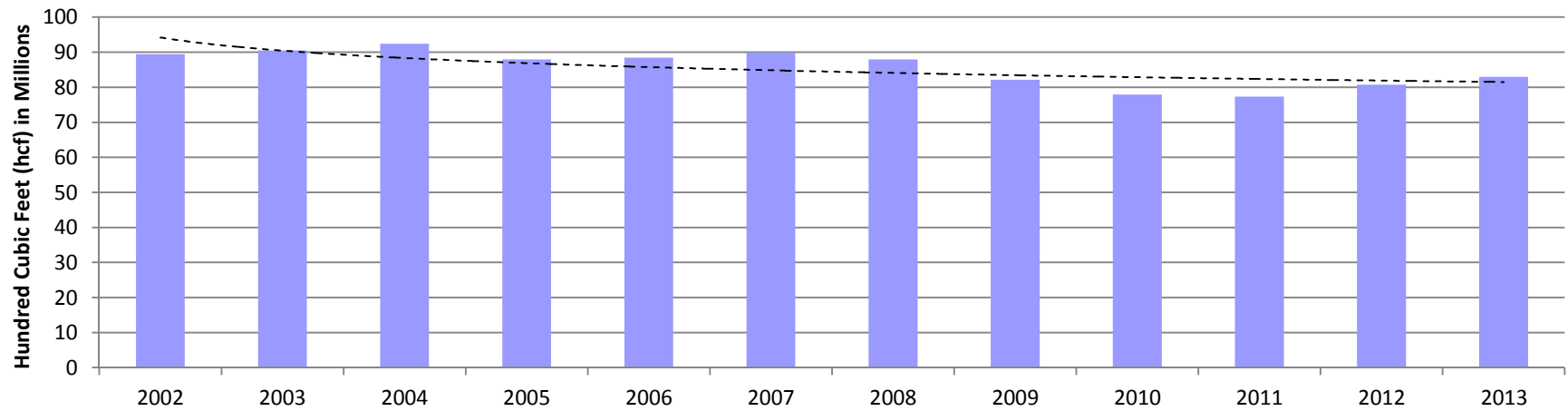


	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Natural Gas Usage (million therms)	499	489	494	495	482	443	436	421	419	423	411	423

Notes:

Source of data is the California Energy Commission, Demand Analysis Office, Steven Mac, Energy Specialist.

Indicator B3 Annual Water Usage



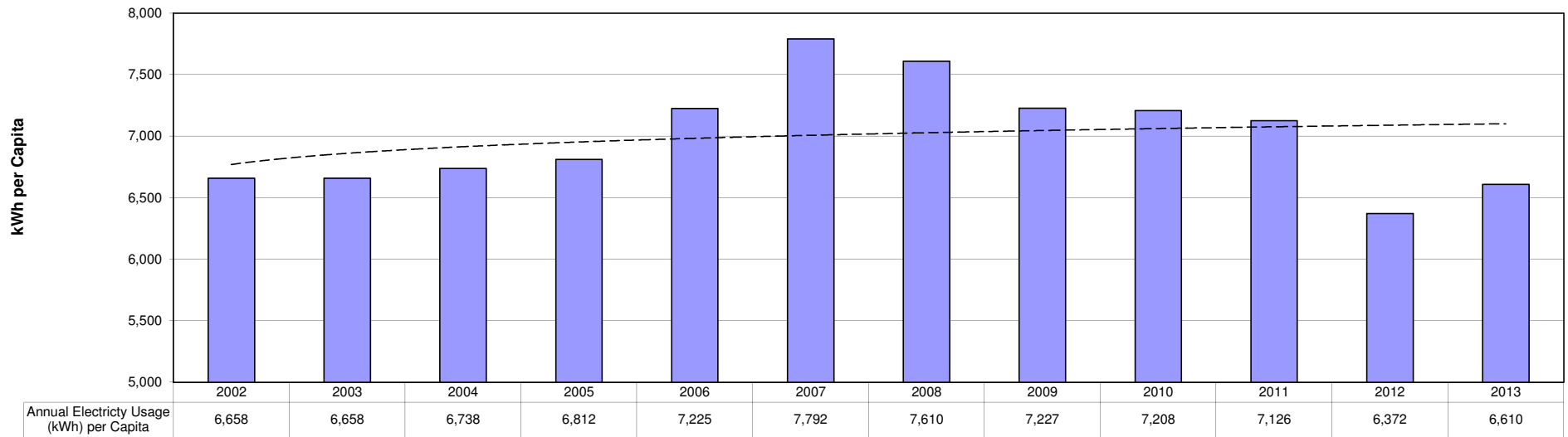
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Water Usage (millions of hcf)	89.4	90.5	92.4	87.9	88.4	89.9	87.9	82.1	77.9	77.3	80.7	83.0

Notes:

Water usage information from Alameda County Water District, City of Hayward, San Francisco Public Utilities Commission; East Bay Municipal Utilities District; and, Zone 7 Water Agency.

Annual water usage of unincorporated Alameda County for 2003 and 2004 was estimated using average 2002 to 2004 data.

Indicator B4
Annual Electricity Usage per Capita

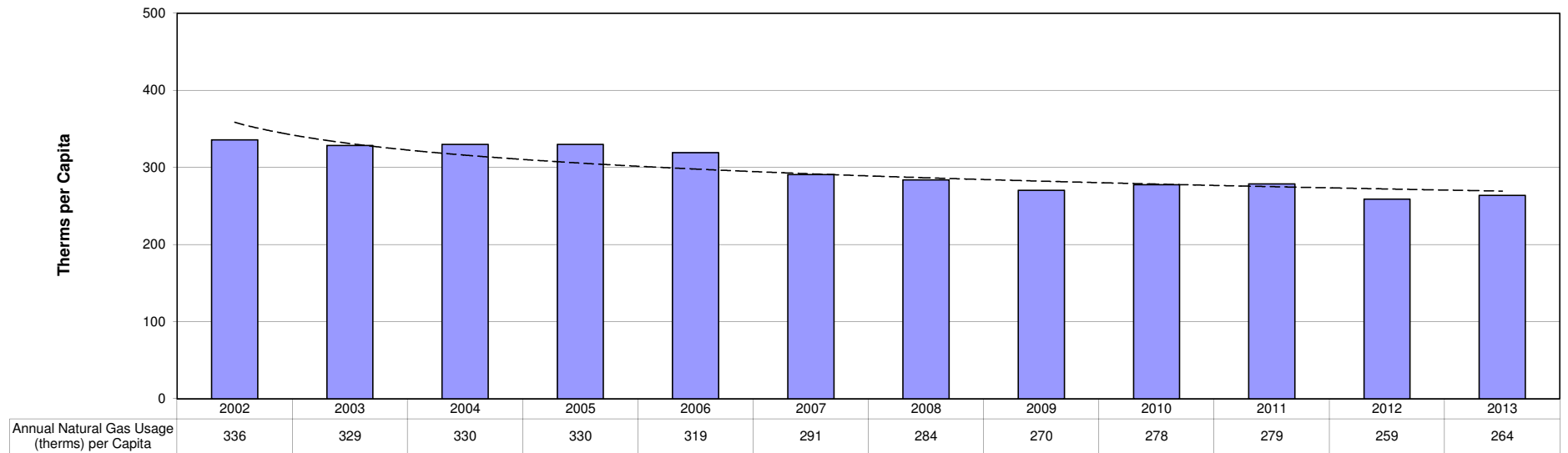


Source Data:

	Source Ref	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Electricity Usage (million kWh)	g, o	0	0	0	0	0	0	9,290	0	0	9,525	9,898	9,935	9,898	9,905	10,094	10,219	10,910	11,864	11,682	11,250	10,878	10,815	10,108	10,599
Population	b, k	1,276,702					1,344,157	1,356,339	1,381,705	1,413,371	1,438,516	1,443,741	1,462,902	1,486,618	1,487,685	1,498,020	1,500,228	1,509,981	1,522,597	1,535,002	1,556,657	1,509,240	1,517,756	1,586,392	1,603,501

Notes:
Source of data is the California Department of Finance, Demographic Research Unit, City/County Population and Household Estimates (2004 & earlier - unrevised E-5 reports; 2005 through 2009 - revised E-5 only available). Population for 2010 through 2012 was obtained from each jurisdictions annual report. Population data for 2013 was obtained from DOF Demographic Research Report E-5.
Source of data is the California Energy Commission, Demand Analysis Office, Steven Mac, Energy Specialist.
Electricity data prior to 2006 did not include agricultural and water pump usage from a large utility in the county. HF&H has revised usage data for these years, which is available upon request.

**Indicator B5
Annual Natural Gas Usage per Capita**

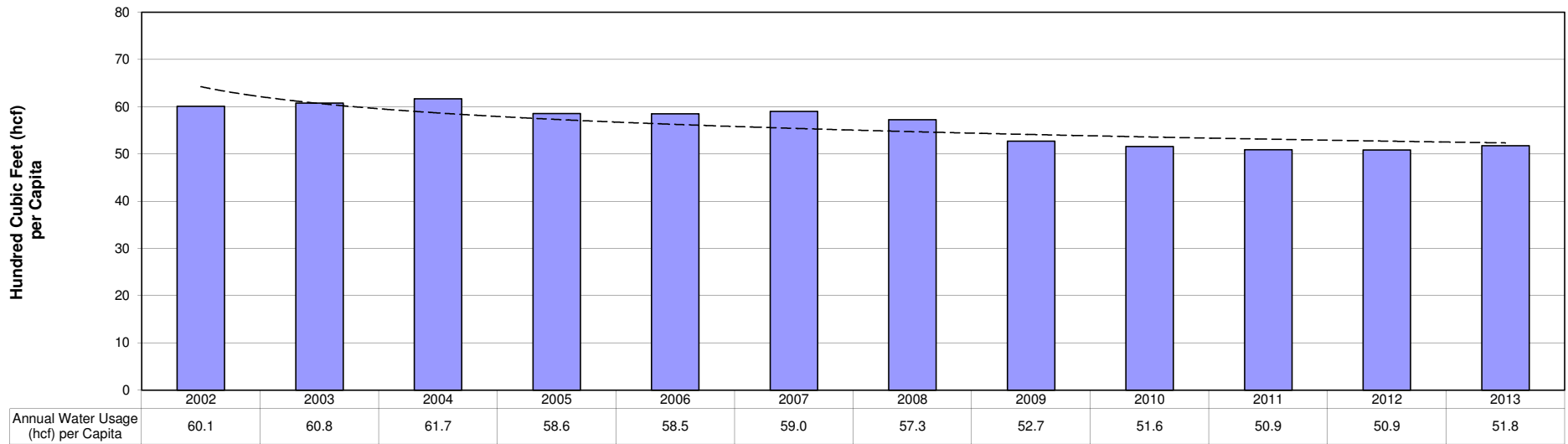


Source Data:

	Source Ref	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Natural Gas Usage (million therms)	g	0	0	0	0	0	0	0	0	0	569	529	492	499	489	494	495	482	443	436	421	419	423	411	423
Population	b, k	1,276,702					1,344,157	1,356,339	1,381,705	1,413,371	1,438,516	1,443,741	1,462,902	1,486,618	1,487,685	1,498,020	1,500,228	1,509,981	1,522,597	1,535,002	1,556,657	1,509,240	1,517,756	1,586,392	1,603,501

Notes:
Source of data is the California Department of Finance, Demographic Research Unit, City/County Population and Household Estimates (2004 & earlier - unrevised E-5 reports; 2005 through 2009 - revised E-5 only available). Population for 2010 through 2012 was obtained from each jurisdictions annual report. Population data for 2013 was obtained from DOF Demographic Research Report E-5.
Source of data is the California Energy Commission, Demand Analysis Office, Steven Mac, Energy Specialist.

**Indicator B6
Annual Water Usage per Capita**



Source Data:

	Source Ref	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Water Usage (millions of hcf)	h, m	0	0	0	0	0	0	0	0	0	0	92.0	93.9	89.4	90.5	92.4	87.9	88.4	89.9	87.9	82.1	77.9	77.3	80.7	83.0
Population	b, k	1,276,702					1,344,157	1,356,339	1,381,705	1,413,371	1,438,516	1,443,741	1,462,902	1,486,618	1,487,685	1,498,020	1,500,228	1,509,981	1,522,597	1,535,002	1,556,657	1,509,240	1,517,756	1,586,392	1,603,501

Notes:

Source of data is the California Department of Finance, Demographic Research Unit, City/County Population and Household Estimates (2004 & earlier - unrevised E-5 reports; 2005 through 2009 - revised E-5 only available). Population for 2010 through 2012 was obtained from each jurisdictions annual report. Population data for 2013 was obtained from DOF Demographic Research Report E-5.

Water usage information from Alameda County Water District, City of Hayward, San Francisco Public Utilities Commission; East Bay Municipal Utilities District; and, Zone 7 Water Agency.

Annual water usage of unincorporated Alameda County for 2003 and 2004 was estimated using average 2002 to 2004 data.

Data for Recycling and Sustainability Indicators

	Source Ref	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Waste Disposed (tons)	a	1,770,204	1,622,450	1,556,419	1,575,269	1,664,287	1,654,970	1,633,380	1,547,513	1,331,443	1,247,775	1,150,727	1,090,777	1,137,374	1,143,955
Annual ADC Usage (tons)	a	215,755	220,989	298,175	327,564	262,105	263,652	243,343	306,356	388,208	367,743	369,823	463,087	352,860	369,468
Annual Waste Disposed (tons) and ADC Usage (tons)	a, i	1,985,959	1,843,440	1,854,594	1,902,833	1,926,392	1,918,622	1,876,723	1,853,869	1,719,651	1,615,518	1,520,551	1,553,864	1,490,234	1,513,423
Annual Adjusted Waste Disposed (tons)	a, j	1,579,652	1,494,707	1,455,428	1,433,995	1,549,830	1,546,724	1,498,906	1,441,499	1,239,721	1,165,813	1,072,404	1,040,810	1,076,625	1,069,782
Residential Portion of the Annual Waste Disposed (%)	l					18%	18%	18%	18%	18%	18%	18%	18%	18%	18%
Commercial Portion of the Annual Waste Disposed (%)	l					82%	82%	82%	82%	82%	82%	82%	82%	82%	82%
Industry Employment	n					685,100	691,900	698,500	704,600	690,900	647,000	637,500	636,700	659,700	677,978
Residential Portion of the Annual Waste Disposed (tons)						299,572	297,895	294,008	278,552	239,660	224,600	207,131	196,340	204,727	205,912
Commercial Portion of the Annual Waste Disposed (tons)						1,364,715	1,357,075	1,339,372	1,268,961	1,091,783	1,023,176	943,596	894,437	932,647	938,043
Adjustment		(190,552)	(127,743)	(100,991)	(141,274)	(114,457)	(108,246)	(134,474)	(106,014)	(91,722)	(81,962)	(78,323)	(49,967)	(60,749)	(74,173)
Population	b, k	1,443,741	1,462,902	1,486,618	1,487,685	1,498,020	1,500,228	1,509,981	1,522,597	1,535,002	1,556,657	1,509,240	1,517,756	1,586,392	1,603,501
Annual Waste Disposed (tons) per Capita	a, b	1.23	1.11	1.05	1.06	1.11	1.10	1.08	1.02	0.87	0.80	0.76	0.72	0.72	0.71
Annual Adjusted Waste Disposed (tons) per Capita	a, b	1.09	1.02	0.98	0.96	1.03	1.03	0.99	0.95	0.81	0.75	0.71	0.69	0.68	0.67
Annual Waste Disposed (tons) and ADC Usage (tons) per Capita	a, b	1.38	1.26	1.25	1.28	1.29	1.28	1.24	1.22	1.12	1.04	1.01	1.02	0.94	0.94
Residential Portion of the Annual Waste Disposed (tons) per Capita						0.20	0.20	0.19	0.18	0.16	0.14	0.14	0.13	0.13	0.13
Commercial Portion of the Annual Waste Disposed (tons) per Capita						0.91	0.90	0.89	0.83	0.71	0.66	0.63	0.59	0.59	0.58
Commercial Portion of the Annual Waste Disposed (tons) per Industry Employment						1.99	1.96	1.92	1.80	1.58	1.58	1.48	1.40	1.41	1.38
Total Occupied Households	b	523,366	527,106	530,115	534,530	538,081	542,008	545,658	549,031	552,453	555,772	558,230	545,328	546,468	548,794
Annual Waste Disposed (tons) per Occupied Household	a, b	3.38	3.08	2.94	2.95	3.09	3.05	2.99	2.82	2.41	2.25	2.06	2.00	2.08	2.08
Annual Adjusted Waste Disposed (tons) per Occupied Household	a, b	3.02	2.84	2.75	2.68	2.88	2.85	2.75	2.63	2.24	2.10	1.92	1.91	1.97	1.95
Annual Waste Disposed (tons) and ADC Usage (tons) per Occupied Household	a, b	3.79	3.50	3.50	3.56	3.58	3.54	3.44	3.38	3.11	2.91	2.72	2.85	2.73	2.76

Data for Recycling and Sustainability Indicators

	Source Ref	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Number of Businesses	c	43,753	45,130	46,558	47,484	47,499	47,197	49,216	49,405	54,022	52,665	54,641	55,683	53,377	55,345
Annual Waste Disposed (tons) per Business	a, c	40.5	36.0	33.4	33.2	35.0	35.1	33.2	31.3	24.6	23.7	21.1	19.6	21.3	20.7
Annual Adjusted Waste Disposed (tons) per Business	a,c	36.1	33.1	31.3	30.2	32.6	32.8	30.5	29.2	22.9	22.1	19.6	18.7	20.2	19.3
Annual Waste Disposed (tons) and ADC Usage (tons) per Business	a, c	45.4	40.8	39.8	40.1	40.6	40.7	38.1	37.5	31.8	30.7	27.8	27.9	27.9	27.3
Number of Persons Employed	d	717,100	721,000	715,800	698,900	700,500	709,000	713,000	717,600	714,100	679,600	670,000	695,000	705,900	725,000
Annual Waste Disposed (tons) per Person Employed	a, d	2.47	2.25	2.17	2.25	2.38	2.33	2.29	2.16	1.86	1.84	1.72	1.57	1.61	1.58
Annual Adjusted Waste Disposed (tons) per Person Employed	a,d	2.20	2.07	2.03	2.05	2.21	2.18	2.10	2.01	1.74	1.72	1.60	1.50	1.53	1.48
Annual Waste Disposed (tons) and ADC Usage (tons) per Person Employed	a, d	2.77	2.56	2.59	2.72	2.75	2.71	2.63	2.58	2.41	2.38	2.27	2.24	2.11	2.09
Taxable Sales (in thousands)	e	23,763,516	22,758,085	21,264,629	21,375,029	22,996,365	24,242,981	25,223,384	25,831,140	23,862,957	20,430,195	21,541,741	23,430,798	24,852,155	26,105,040
Annual Waste Disposed (tons) per \$1,000 in Taxable Sales	a, e	0.074	0.071	0.073	0.074	0.072	0.068	0.065	0.060	0.056	0.061	0.053	0.047	0.046	0.044
Annual Adjusted Waste Disposed (tons) per \$1,000 in Taxable Sales	a,e	0.066	0.066	0.068	0.067	0.067	0.064	0.059	0.056	0.052	0.057	0.050	0.044	0.043	0.041
Annual Waste Disposed (tons) and ADC Usage (tons) per \$1,000 in Taxable Sales	a, e	0.084	0.081	0.087	0.089	0.084	0.079	0.074	0.072	0.072	0.079	0.071	0.066	0.060	0.058
Unallocated Taxable Sales (in thousands)	e	3,040,588	2,945,228	2,508,625	2,383,798	2,649,757	2,918,145	3,042,481	3,063,067	2,792,211	2,304,629	2,630,874	2,926,365	3,173,348	3,570,159
Annual Waste Disposed (tons) per \$1,000 in Unallocated Taxable Sales	a, e	0.58	0.55	0.62	0.66	0.63	0.57	0.54	0.51	0.48	0.54	0.44	0.37	0.36	0.32
Annual Adjusted Waste Disposed (tons) per \$1,000 in Unallocated Taxable Sales	a,e	0.52	0.51	0.58	0.60	0.58	0.53	0.49	0.47	0.44	0.51	0.41	0.36	0.34	0.30
Annual Waste Disposed (tons) and ADC Usage (tons) per \$1,000 in Unallocated Taxable Sales	a, e	0.65	0.63	0.74	0.80	0.73	0.66	0.62	0.61	0.62	0.70	0.58	0.53	0.47	0.42
Population, Contra Costa County	b	948,816	965,062	981,555	992,652	1,003,909	1,019,101	1,030,732	1,037,580	1,048,242	1,061,325	1,073,055	1,056,306	1,066,602	1,076,429
Population, San Francisco County	b	776,733	785,737	793,633	789,705	792,690	792,952	800,099	812,241	835,364	846,610	856,095	808,768	816,311	826,003
Population, Santa Clara County	b	1,682,585	1,697,812	1,719,565	1,719,537	1,731,422	1,752,653	1,780,449	1,805,314	1,829,480	1,857,516	1,880,876	1,794,337	1,813,696	1,840,895

Data for Recycling and Sustainability Indicators

	Source Ref	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Annual Waste Disposed (tons), Contra Costa County	f	665,229	737,357	752,062	977,165	1,048,285	1,083,794	1,000,204	918,530	854,937	726,077	718,862	673,905	667,930	672,004
Annual Waste Disposed (tons) and ADC Usage (tons), Contra Costa County	f	772,367	996,254	868,111	1,113,772	1,174,455	1,267,156	1,199,229	1,080,137	1,011,179	858,633	873,195	804,799	816,925	821,235
Residential Portion of the Annual Waste Disposed (%), Contra Costa County	l					44%	44%	14%	8%	8%	8%	8%	8%	8%	8%
Commercial Portion of the Annual Waste Disposed (%), Contra Costa County	l					56%	56%	86%	92%	92%	92%	92%	92%	92%	92%
Industry Employment, Contra Costa County	n					338,000	343,800	349,100	344,500	340,400	320,900	312,400	312,700	321,400	332,623
Residential Portion of the Annual Waste Disposed (tons), Contra Costa County						461,245	476,869	140,029	73,482	68,395	58,086	57,509	53,912	53,434	53,760
Commercial Portion of the Annual Waste Disposed (tons), Contra Costa County						587,040	606,925	860,175	845,048	786,542	667,991	661,353	619,993	614,496	618,244
Annual Waste Disposed (tons), San Francisco County	f	872,731	856,091	758,747	718,931	691,679	675,326	695,640	628,864	594,660	484,812	455,332	446,635	454,570	476,424
Annual Waste Disposed (tons) and ADC Usage (tons), San Francisco County	f	925,289	878,213	782,016	809,839	719,538	736,871	753,276	719,406	658,277	533,826	499,774	553,519	518,822	564,775
Residential Portion of the Annual Waste Disposed (%), San Francisco County	l					23%	23%	23%	23%	23%	23%	23%	23%	23%	23%
Commercial Portion of the Annual Waste Disposed (%), San Francisco County	l					77%	77%	77%	77%	77%	77%	77%	77%	77%	77%
Industry Employment, San Francisco County	n					503,600	509,100	520,900	539,600	549,400	524,300	521,700	525,800	558,400	611,717
Residential Portion of the Annual Waste Disposed (tons), San Francisco County						159,086	155,325	159,997	144,639	136,772	111,507	104,726	102,726	104,551	109,578
Commercial Portion of the Annual Waste Disposed (tons), San Francisco County						532,593	520,001	535,643	484,225	457,888	373,305	350,606	343,909	350,019	366,846
Annual Waste Disposed (tons), Santa Clara County	f	1,640,393	1,553,176	1,416,440	1,412,394	1,394,287	1,443,347	1,505,947	1,417,238	1,363,751	1,189,286	1,170,683	1,126,235	1,108,512	1,133,189
Annual Waste Disposed (tons) and ADC Usage (tons), Santa Clara County	f	2,008,347	2,070,174	1,762,029	1,586,422	1,628,992	1,711,414	1,716,057	1,563,252	1,560,522	1,327,030	1,285,725	1,253,388	1,265,040	1,291,290
Residential Portion of the Annual Waste Disposed (%), Santa Clara County	l					8%	24%	18%	18%	18%	18%	18%	18%	18%	18%

Data for Recycling and Sustainability Indicators

	Source Ref	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Commercial Portion of the Annual Waste Disposed (%), Santa Clara County	i					92%	76%	82%	82%	82%	82%	82%	82%	82%	82%
Industry Employment, Santa Clara County	n					851,000	858,600	881,600	897,500	904,700	847,200	843,100	869,000	896,000	938,114
Residential Portion of the Annual Waste Disposed (tons), Santa Clara County						111,543	346,403	271,070	255,103	245,475	214,071	210,723	202,722	199,532	203,974
Commercial Portion of the Annual Waste Disposed (tons), Santa Clara County						1,282,744	1,096,944	1,234,877	1,162,135	1,118,276	975,215	959,960	923,513	908,980	929,215
Annual Waste Disposed (tons) per Capita, Contra Costa County	b, f	0.70	0.76	0.77	0.98	1.04	1.06	0.97	0.89	0.82	0.68	0.67	0.64	0.63	0.62
Annual Waste Disposed (tons) and ADC Usage (tons) per Capita, Contra Costa County	b, f	0.81	1.03	0.88	1.12	1.17	1.24	1.16	1.04	0.96	0.81	0.81	0.76	0.77	0.76
Residential Portion of the Annual Waste Disposed (tons), per Capita, Contra Costa County						0.46	0.47	0.14	0.07	0.07	0.05	0.05	0.05	0.05	0.05
Commercial Portion of the Annual Waste Disposed (tons), per Capita, Contra Costa County						0.58	0.60	0.83	0.81	0.75	0.63	0.62	0.59	0.58	0.57
Commercial Portion of the Annual Waste Disposed (tons), per Industry Employment, Contra Costa County						1.74	1.77	2.46	2.45	2.31	2.08	2.12	1.98	1.91	1.86
Annual Waste Disposed (tons) per Capita, San Francisco County	b, f	1.12	1.09	0.96	0.91	0.87	0.85	0.87	0.77	0.71	0.57	0.53	0.55	0.56	0.58
Annual Waste Disposed (tons) and ADC Usage (tons) per Capita, San Francisco County	b, f	1.19	1.12	0.99	1.03	0.91	0.93	0.94	0.89	0.79	0.63	0.58	0.68	0.64	0.68
Residential Portion of the Annual Waste Disposed (tons) per Capita, San Francisco County						0.20	0.20	0.20	0.18	0.16	0.13	0.12	0.13	0.13	0.13
Commercial Portion of the Annual Waste Disposed (tons), per Capita, San Francisco County						0.67	0.66	0.67	0.60	0.55	0.44	0.41	0.43	0.43	0.44
Commercial Portion of the Annual Waste Disposed (tons), per Industry Employment, San Francisco County						1.06	1.02	1.03	0.90	0.83	0.71	0.67	0.65	0.63	0.60
Annual Waste Disposed (tons) per Capita, Santa Clara County	b, f	0.97	0.91	0.82	0.82	0.81	0.82	0.85	0.79	0.75	0.64	0.62	0.63	0.61	0.62
Annual Waste Disposed (tons) and ADC Usage (tons) per Capita, Santa Clara County	b, f	1.19	1.22	1.02	0.92	0.94	0.98	0.96	0.87	0.85	0.71	0.68	0.70	0.70	0.70
Residential Portion of the Annual Waste Disposed (tons) per Capita, Santa Clara County						0.06	0.20	0.15	0.14	0.13	0.12	0.11	0.11	0.11	0.11

Data for Recycling and Sustainability Indicators

	Source Ref	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Commercial Portion of the Annual Waste Disposed (tons) per Capita, Santa Clara County						0.74	0.63	0.69	0.64	0.61	0.53	0.51	0.51	0.50	0.50
Commercial Portion of the Annual Waste Disposed (tons) per Industry Employment, Santa Clara County						1.51	1.28	1.40	1.29	1.24	1.15	1.14	1.06	1.01	0.99
Annual Electricity Usage (million kWh)	g, o	9,898	9,935	9,898	9,905	10,094	10,219	10,910	11,864	11,682	11,250	10,878	10,815	10,108	10,599
Annual Electricity Usage (kWh) per Capita	b, g	6,856	6,791	6,658	6,658	6,738	6,812	7,225	7,792	7,610	7,227	7,208	7,126	6,372	6,610
Annual Natural Gas Usage (million therms)	g	529	492	499	489	494	495	482	443	436	421	419	423	411	423
Annual Natural Gas Usage (therms) per Capita	b, g	366	336	336	329	330	330	319	291	284	270	278	279	259	264
Annual Water Usage (millions of hcf)	h, m	92.0	93.9	89.4	90.5	92.4	87.9	88.4	89.9	87.9	82.1	77.9	77.3	80.7	83.0
Annual Water Usage (hcf) per Capita	b, h	63.7	64.2	60.1	60.8	61.7	58.6	58.5	59.0	57.3	52.7	51.6	50.9	50.9	51.8

Notes:

- a. 1990 values from Alameda County jurisdictions' SRREs as accepted by CalRecycle. 1995 to 2008 values from ACWMA Disposal Diversion Accounting & Reporting System. 2009 through 2012 values taken from AB 939 Reports. 2013 data provided by ACWMA. ADC data not available for 1990 and 1995.
- b. Source of data is the California Department of Finance, Demographic Research Unit, City/County Population and Household Estimates (2004 & earlier - unrevised E-5 reports; 2005 through 2009 - revised E-5 only available). Population for 2010 through 2012 was obtained from each jurisdictions annual report. Population data for 2013 was obtained from DOF Demographic Research Report E-5.
- c. 1990 data from individual jurisdictions' SRREs. 2004-2011 data taken from 3rd quarter California Employment Development Department (EDD) "California Size of Business -- Number of Businesses by Employment Size, Industry, and County" Table 3A.
- d. Source of data is the California EDD - Alameda County Historical Annual Labor Force Data, 1990-2012; except 2000 and 2001 data, which was obtained from California EDD "County Snapshot."
- e. Source of data is the California State Board of Equalization "Taxable Sales in California" annual reports, Table 2.
- f. Source of data is the CalRecycle Disposal Reporting System.
- g. Source of data is the California Energy Commission, Demand Analysis Office, Steven Mac, Energy Specialist.
- h. Water usage information from Alameda County Water District, City of Hayward, San Francisco Public Utilities Commission; East Bay Municipal Utilities District; and, Zone 7 Water Agency.
- i. ADC includes: auto shredder fluff; green materials; biosolids/sludge; shredded tires; C&D; and, other materials.
- j. Annual Adjusted Waste Disposed is tonnage reported by jurisdictions in their Annual AB939 Reports, and thus reflects CalRecycle tonnage deductions.
- k. Population for Castro Valley from American FactFinder-Population Finder-Castro Valley CDP California.
- l. Effective 2012, CalRecycle will no longer maintain County-Wide profile data. Prior to 2012, this data was obtained from CalRecycle's County-Wide Waste Stream Profile data for Alameda County, Contra Costa County, Santa Clara County, and San Francisco County.
- m. Annual water usage of unincorporated Alameda County for 2003 and 2004 was estimated using average 2002 to 2004 data.
- n. County-Wide Industry Employment data for Alameda County, Contra Costa County, Santa Clara County, and San Francisco County comes from State of California Employment Development Department .
- o. Electricity data prior to 2006 did not include agricultural and water pump usage from a large utility in the county. HF&H has revised usage data for these years, which is available upon request.

Appendix B: Activities List Through 2020

Product Decisions

CoIWMP and Source Reduction and Recycling Plan Goals and Objectives

Activities within this area fall within the following:

- CoIWMP Objective: 1.3, Policies: 1.3.5, 1.3.6.
- CoIWMP Objective: 1.4, Policies 1.4.1-1.4.7*
- CoIWMP Objective: 2.7, Policies 2.7.1, 2.7.3-2.7.5
- CoIWMP Objective: 2.8, Policies 2.8.1-2.8.3, 2.8.5-2.8.6
- County Charter Subsections: 64.120, 64.060.B.2.,B.5
- SRRP General Policies: 1-15
- SRRP Green Building Program Objectives: 2, 3,5-9, 11
- SRRP Business Program Objectives: 1, 2, 6, 8, 9
- SRRP Organics Program Objectives: 4-12
- SRRP Schools Education Program Objectives: 1-13
- SRRP Research and Legislation Advocacy Program Objectives: 5, 11-15

Performance Metrics

Product Decisions Targets by 2020 as adopted by the Board:

1. Waste Prevention:

A. Institutional Food Service/Commercial Cafeterias

Institutional kitchens and high volume food service operators located in Alameda County that participate in technical assistance or other support services from the Authority, reduce food and other inputs by an average of 25% or more from an established baseline.

B. Reusable Transport Packaging

90% of businesses in Alameda County with appropriate shipping and receiving circumstances are utilizing reusable transport packaging when economically advantageous.

2. Household Hazardous Waste:

Household Hazardous Product Alternatives

90% of stores that sell significant quantities of products destined for HHW facilities will stock and promote non-toxic/less-toxic HHW alternative products.

3. Recycled Content:

A. Bulk Compost: 90% of permitted landscape projects in Alameda County use locally produced or sourced compost.

B. Bulk Mulch: 90% of permitted landscape projects in Alameda County use local, recycled mulch.

C. Building Materials: 90% of building material supply centers will stock and promote recycled content building materials that support local green jobs.

4. Hard To Recycle:

A. Institutional and Commercial Food Service Ware & Packaging

90% of customers (institutional and commercial) with separate organics collection purchase and use readily recyclable/reusable/compostable food service ware and packaging.

B. Packaging Life Cycle Analysis and Recyclability Labeling

90% of Alameda County brand owner/manufacturers will incorporate life-cycle metrics consistent with the Global Protocol on Packaging Sustainability into their packaging design process to reduce the environmental impact of their packaging, and utilize accurate recyclability labeling which is compliant with

the Federal Trade Commission's Green Guides.

Work Areas

Product Decisions (General)

Bay-Friendly Landscaping

Product Purchasing and Manufacturing

Energy Council

General Product Decisions

Projects: Technical Assistance and Services (1020), BayROC (Bay Area Regional Recycling Outreach Coalition) (1030), BayROC External Contributions (1031)

Short Term Core Activities: See Project Charters pages IV-5 – IV-7.

Anticipated Long Term Activities:

- Assess scalability and effectiveness of Product Decisions projects.
- Identify and propose additional Product Decisions targets as existing targets are nearly achieved.
- Using behavior science, develop media outreach and campaigns (including regional efforts) to support long-term Product Decisions initiatives.
- Continue providing technical assistance and services to member agencies, including design assistance, grants, policy implementation support and review as needed.
- Continue to pursue external funding diversification options for Product Decisions projects.

Bay-Friendly Landscaping

Projects: Bay-Friendly Schoolyards (Prop. 84) (1111); Regionalizing Bay-Friendly (1140); Bay-Friendly Water Efficient Landscape Prop. 84 (WMA) (1150); Bay-Friendly Water Efficient Landscape Prop. 84 Round I (DWR) (1151); Bay-Friendly Water Efficient Landscape Prop. 84 Round II (1152); Bay Friendly Prop 84 Round III (1153).

Short Term Core Activities: See Project Charters pages IV-8 – IV-12.

Anticipated Long Term Activities:

- Continue to support the Bay-Friendly Coalition by providing sponsorship funds, serving on the Board of Directors and partnering in funding requests that would support the use of recycled content compost and mulch.
- Help launch and provide seed funding for a regional sustainable landscape council for two years to maintain and advance statewide standards for resource-efficient landscaping based on the Bay-Friendly principles.

Product Purchasing and Manufacturing

Projects: Recycled Product Purchase Preference (1210); Waste Prevention: Institutional/Food Service (1220); Waste Prevention: Reusable Transport Packaging (1230); HHW Point of Purchase Alternatives (1240); Waste Prevention: Reusable Bag Ordinance Implementation (1250); Recycled Content: Compost and Mulch (1260); Recycled Content: Building Materials (1270); Hard to Recycle: Institutional and Commercial Food Service Ware and Packaging (1280); Hard to Recycle: Packaging Life Cycle Analysis and Recyclability Labeling (1290)

Short Term Core Activities: See Project Charters pages IV-13– IV-21.

Anticipated Long Term Activities:

- Provide direct outreach and technical assistance to institutional kitchens/food service operators in

the county working on Food Waste Prevention and Donation initiatives.

- Partner with other organizations, such as the Sustainable Packaging Coalition, to influence production of primary packaging on a national scale.
- Work with product certification organizations participating in updates to codes, standards and certifications, allowing the agency to take a leading role as criteria is set for recycled-content products.
- Work with building materials retailers and suppliers to increase the availability of recycled-content products.
- Conduct business-to-business outreach, education and technical assistance campaign to promote reusable transport packaging.
- Partner with stakeholders to promote alternatives to household hazardous products and provide education on proper disposal of materials at point-of-sale.
- Work directly with industry producers, stakeholders, retailers and professionals to promote and expand distribution of compost and recycled mulch products.
- Track the development of and incorporate stronger “measures” (e.g., practices that earn points) into various filters, standards, and rating systems that may be applicable to packaging, waste prevention and other activities that impact production.
- Work directly with Alameda County consumer goods companies to increase recyclability labeling and life cycle thinking in packaging decisions.
- Continue implementation of Reusable Bag Ordinance and expand affected stores if directed by the Board.
- Continue projects that support the identified targets and modify them as necessary.

Energy Council

Projects: BayREN (Bay Regional Energy Network) (1347); Energy Council Offset (1349)

Short Term Core Activities: See Project Charters pages IV-22– IV--23.

Anticipated Long Term Activities:

- Continue to pursue external grant opportunities consistent with priority areas adopted by the Energy Council in July 2013. Review those priorities with the Energy Council when appropriate (e.g., changed conditions, request from Council members, etc.).

Discard Management

ColWMP and Source Reduction and Recycling Plan Goals and Objectives

Activities within this area fall within the following:

ColWMP Objective: 1.3. Policies: 1.3.1., 1.3.2.

ColWMP Objective: 2.4 Policies: 2.4.1, 2.4.2.

ColWMP Objective: 2.8 Policy: 2.8.1.

ColWMP Objective: 3.2 Policy: 3.2.1.

County Charter Subsections: 64.060 B.1., B.2., 64.070, 64.090, 64.100, 64.110

SRRP General Policies: 1, 3-15

SRRP Green Building Objectives: 1, 4-6, 10

SRRP Business Objectives: 1, 3, 5, 7, 9, 10, 11

SRRP Organics Objectives: 2

SRRP Schools Infrastructure Objectives: 1, 2, 4, 5

SRRP Research/Legislation General Objectives: 1

Performance Metrics

Future Goals

"Process residuals" comprise no more than 10% of materials source-separated for recycling or composting by 2020. [Data variations from processing facilities make this hard to assess at present; but industry trade group standardization effort is underway, which we support.]

Readily-recyclable, target materials comprise no more than 10% of discards deposited in landfills by 2020.

Interim targets include no more than 45% "good stuff" in garbage by 7/13; 40% by 7/14; 35% by 7/15; 30% by 7/16; 25% by 7/17; 20% by 7/18; 15% by 7/19. 2013 partial data indicated we were on track, but 2014 metrics indicated possible backsliding in residential sector. More data needed over time to confirm any "trends."

Work Areas

Discard Management

Processing Facilities

Member Agency Disbursement

Hazardous Waste

Commercial/Industrial/Institutional (C/I/I) Collections

Discard Management General

Projects: Schools Transfer Station Tours (2020); Revolving Loan Fund (2030); Competitive Grants (2040); Ready Set Recycle(2050); Benchmark Report Production and Distribution (2070); Benchmark Data and Analysis (2080); Mandatory Recycling Implementation (2090)

Short Term Core Activities: See Project Charters pages IV-25 – IV-33.

Anticipated Long Term Activities:

- Provide transfer station tours to students in Alameda County at Davis Street and Fremont Transfer Station Facilities.
- Continue to implement and enforce Mandatory Recycling and Plant Debris Ordinances.
- Increase awareness and provide support for participation in state and local commercial diversion requirements. Increase verification and compliance with commercial diversion requirements.
- Provide and monitor grants and loans each year, including 10% of Measure D revenue dedicated to eligible non-profit organizations.
- Continue to implement and monitor impacts of behavioral science techniques for increasing recycling.
- Develop web based tools and information protocols for schools that enable school district staff to

independently track waste stream and recycling invoices.

- Implement cost cap to ensure cost-effectiveness of discard-related projects.
- Implement Phase II of Mandatory Recycling Ordinance to cover all commercial accounts and all food scraps and compostable paper.
- Sample residential and commercial discards to provide data both for Benchmark Information Fee and Strategic Plan Discards goals.
- Evaluate suitability of existing metrics and consider eliminating those that cannot be measured reliably.

Processing Facilities

Projects: Construction and Demolition Debris Recycling (2110); Material Recovery Facility (MRF) Operations and Monitoring (2120)

Short Term Core Activities: See Project Charters pages IV-34 – IV-35.

Anticipated Long Term Activities:

- Focus on attracting local processors for demolition gypsum wallboard, asphalt roofing and carpet, if markets still inadequate.
- Continue working to retain and attract secondary materials processors.
- Under Board direction, and to the extent funds are available, continue support for processing facilities and technologies that advance the Agency mission.
- Continue tracking and evaluating materials flows to existing infrastructure in and out of the county.
- Work with member agencies to use web based C&D tracking tool (Green Halo).
- Support development of regional or national certification protocol for mixed C&D processors serving Alameda County.

Member Agency Disbursements

Project: Measure D Disbursement (2220)

Short Term Core Activities: See Project Charter page IV-36.

Anticipated Long Term Activities:

- Distribute funding to member agencies and perform accounting audits of member agencies as per the mandates of Measure D.
- Implement any changes to conditions and eligibility for Measure D Disbursement as per Board direction.

Hazardous Waste

Projects: Hazardous Waste (2310); Used Oil Recycling Grant (2311); Household Hazardous Waste Facilities (2312)

Short Term Core Activities: See Project Charters pages IV-37 – IV-39.

Anticipated Long Term Activities:

- Continue to support the three county HHW facilities (Oakland, Livermore and Hayward) and the Fremont HHW facility as per the terms in their respective MOUs.
- Coordinate cooperative regional Used Oil media campaign, administer funds and write final report for member agencies.
- Monitor on-going need for facilities as hazardous products are replaced with non-hazardous products, recognizing the need to address legacy waste.

- Implement facility agreements.

Commercial Industrial Institutional (C/I/I) Collection

Project: Business Assistance Supporting Activities (2420)

Short Term Core Activities: See Project Charter page IV-40.

Anticipated Long Term Activities:

- Increase awareness and provide support for participation in state and local commercial diversion efforts. Continue to implement and adapt verification efforts for commercial diversion. Continue to promote tracking systems for businesses.
- Continue to support waste diversion efforts and provide project planning and implementation assistance at partner school districts in Alameda County.
- Develop web based tools and information protocols for schools that enable school district staff to independently track waste stream and recycling invoices.

Communication, Administration and Planning

ColWMP and Source Reduction and Recycling Plan (SRRP) Connections

Activities within this area fall within the following:

- Title 14 of the California Code of Regulations, Article 8
- County Charter Subsections 64.040, 64.050, 64.060, 64.130
- ColWMP Objectives 1.1., 1.2.
- ColWMP Objective 2.1, Policy 2.1.4.
- ColWMP Objectives 3.1-3.5 and related policies
- ColWMP Objective 4.1, Policies 4.1.1, 4.1.3, 4.1.5
- ColWMP Objective 4.3, Policy 4.3.1
- ColWMP Objective 4.4, Policies 4.1.1-4.1.2
- ColWMP Objective 5.3, Policies 5.3.1-5.3.2
- ColWMP Objective 5.4, Policy 5.4.1
- ColWMP Objective 5.5, Policies 5.5.1-5.5.2
- ColWMP Objective 5.6, Policy 5.6.2
- ColWMP Objective 6.1
- ColWMP Objective 6.4, Policies 6.4.1-6.4.6
- ColWMP Objective 6.5, Policy 6.5.1.
- ColWMP Objective 7.1., Policies 7.1.1-7.1.3
- ColWMP Objective 7.2, Policy 7.2.1
- ColWMP Objective 7.3, Policy 7.3.1
- ColWMP Objective 7.5 Policy 7.5.1.
- ColWMP Objective 7.6., Policies 7.6.1-7.6.2
- ColWMP Objective 7.7, Policy 7.7.1
- ColWMP Objective 7.8, Policy 7.8.1
- ColWMP Objective 7.10, Policies 7.10.1-7.10.2
- ColWMP Objective 7.11 Policy 7.11.1
- SRRP General Policies 3, 4, 7, 10, 12, 13, 14, 15
- SRRP Media and Outreach Objectives (All)
- SRRP Research and Legislative Advocacy Objectives 2-4, 6-10, 12-13, 15

Performance Metrics

Annual audit and management letter.
Annual Recycling and Sustainability Index.

Work Areas

Miscellaneous Small Grants administration
General Overhead
Other General
Planning
Agency Communications

Miscellaneous Small Grants Administration

Projects: Miscellaneous Small Grants Administration (3021)

Short Term Core Activities: See Project Charter page IV-43.

<p>Anticipated Long Term Activities:</p> <ul style="list-style-type: none"> • Allocate grants funds as needed, and report to the Authority Board as required by the policy.
General Overhead
<p>Projects: General Overhead (3110); Recycling Board (3150); Waste Management Authority (3160)</p> <p>Short Term Core Activities: See Project Charters pages IV-44 – IV-46.</p> <p>Anticipated Long Term Activities:</p> <ul style="list-style-type: none"> • Provide for overall administrative operations of the agency, including property and facilities maintenance, equipment purchases; risk management, records retention, personnel administration; budget development, accounting and fiscal management; information technology; and general administrative support in accordance with Generally Accepted Accounting Practices (GAAP), applicable federal, state and local laws and public agency best practices. • Review and implement changes to general agency governance and allocation of resources.
Other General Activities
<p>Projects: Property Management (3210); Disposal Reporting (3220); Technical Advisory Committee (TAC) (3230); Fee Enforcement (3240);</p> <p>Short Term Core Activities: See Project Charters pages IV- 47– IV-50.</p> <p>Anticipated Long Term Activities:</p> <ul style="list-style-type: none"> • Update and report on disposal, diversion and ADC trends in compliance with state disposal reporting requirements and provide member agencies, out of county jurisdictions and CalRecycle with accurate and timely disposal and diversion data. • Collect fees as per agency ordinances, and initiate enforcement proceedings as needed. • Pending Authority short-term consideration of property ownership, maintain property in safe manner, meet landowner responsibilities and continue managing grazing, wind and communication leases, licenses and residential tenant property agreements. • Contingent on any short-term actions affecting property ownership, continue to participate in Altamont Pass Wind Resources Area, Habitat Conservation Plan (HCP)/Natural Community Conservation Plan (NCCP) and East Alameda County Conservation Strategy and evaluate potential impacts on Authority-owned property. • Support member agencies through monthly Technical Advisory Committee Meetings. • Involve TAC in Agency initiatives such as expansion of the Mandatory Recycling and Reusable Bag Ordinances, or other initiatives under consideration by the Agency. • Provide accurate, timely and useful information to member agencies on topics such as disposal reporting, franchise provisions.
Planning
<p>Projects: General Planning (3410) ; Residential Organics Recovery Pilot (3420); ColWMP Amendments Application (3430); Five Year Audit (3460)</p> <p>Short Term Core Activities: See Project Charters pages IV-51 – IV-54.</p> <p>Anticipated Long Term Activities:</p> <ul style="list-style-type: none"> • Update this appendix and other documents as appropriate annually as part of Agency Annual Budget. • Perform ColWMP Five Year Review as required by CalRecycle.

- Process applications for amendments to the ColWMP in accordance with adopted procedures and legal requirements.
- Develop and implement any new standards, ordinances, and policies.
- Continue Recycling Board Five Year Financial and Programmatic Audit as per Measure D.
- Continue to pursue, recommend and implement strategies to develop and sustain processing facilities.
- Continue to pursue, recommend and implement strategies to ensure adequate landfill capacity.
- Address planning issues of regional importance responding to EIRs and “requests for response” to regulatory changes as they relate to Agency programs.
- Monitor local and regional disaster debris plans, and provide input.
- Evaluate and participate in local and regional issues that relate to or influence processing capacity for recyclable and disposed materials.
- Continue to pursue, recommend and facilitate implementation of strategies to increase diversion in existing programs.

Agency Communications

Projects: General Agency Communications (3510); 4Rs Education (3520); Legislation (3530)

Short Term Core Activities: See Project Charters pages IV-55 – IV-57.

Anticipated Long Term Activities:

- Monitor, analyze and support or oppose legislation, with emphasis on legislation and regulations amending the California Integrated Waste Management Act and those affecting Agency projects or goals.
- Continue and expand working relationships with established state and/or national organizations such as California State Association of Counties, League of California Cities, California Product Stewardship Council, Californians Against Waste and others.
- Maximize and coordinate local media advertising and news opportunities for all Agency programs.
- Ensure consistent and regular use of behavioral science best practices in Agency outreach programs that focus on routine behaviors.
- Support Agency programs and member agencies by providing information, technical advice, recycling resources, referrals, expertise on materials and services, and translation/interpretive services.
- Continue to refine and update public resources, such as the Recycle Where search tool and Agency website, to provide residents, businesses and schools with the assistance they need to make recycling and waste prevention as easy as possible.

APPENDIX C: COMMITTEE ASSIGNMENTS FISCAL YEAR 2015-2016

P&A: Programs and Administration Committee

P&O: Planning and Organization Committee

Both: P&A and P&O

E-Council: Energy Council (Both if grant funds are not transferred to the Energy Council)

Product Decisions

1020	Technical Assistance and Services	P&O
1030	BayROC (Bay Area Regional Outreach Coalition)	P&A
1031	BayROC External Contributions	P&A
Bay-Friendly		
1111	Bay-Friendly Schoolyards (Prop. 84 Funding)	P&A
1140	Regionalizing Bay-Friendly	Both
1150	Bay-Friendly Water Efficient Landscape Prop 84 WMA	P&O
1152	Water Efficient Landscape Prop 84 Round II	P&O
1153	Bay-Friendly Prop 84 Round III	P&O

Product Purchasing and Manufacturing

1210	Recycled Product Purchase Preference	P&O
1220	Waste Prevention: Institutional/Food Service	P&O
1230	Waste Prevention: Reusable Transport Packaging	P&O
1240	HHW Point of Purchase Alternatives	Both
1250	Waste Prevention: Reusable Bag Ordinance Implementation	Both
1260	Recycled Content: Compost and Mulch	P&O
1270	Recycled Content: Building Materials	P&O
1280	Hard to Recycle: Institutional and Commercial Food Service Ware & Packaging	Both
1290	Hard to Recycle: Packaging Life Cycle Analysis and Recyclability Labeling	P&A

Energy Council

1347	BayREN (Bay Regional Energy Network)	E-Council
1349	Energy Council Offset	E-Council

Discard Management

2020	Schools Transfer Station Tours	P&A
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	2030	Revolving Loan Fund	P&O
	2040	Competitive Grants	P&O
	2050	Ready, Set, Recycle	Both
	2070	Benchmark Report Production and Distribution	Both
	2080	Benchmark Data and Analysis	Both
	2090	Mandatory Recycling Implementation	Both
Processing Facilities			
	2110	Construction & Demolition Debris Recycling	P&O
	2120	Material Recovery Facility Operations & Monitoring	P&A
Member Agency Disbursements			
	2220	Measure D Disbursement	P&O
Hazardous Waste			
	2310	Hazardous Waste	P&A
	2311	Used Oil Recycling Grant	P&A
	2312	Household Hazardous Waste Facilities	P&A
C/I/I Collections (Commercial /Industrial/Institutional)			
	2420	Business Assistance Supporting Activities	Both
<i>Communication, Administration, Planning</i>			
	3020	Miscellaneous Small Grants Administration	P&A
Non-Project			
	3110	General Overhead	P&A
	3150	Recycling Board	P&O
	3160	Waste Management Authority	P&A
Other General Activities			
	3210	Property Management	P&A
	3220	Disposal Reporting	P&A
	3230	Technical Advisory Committee	P&A
	3240	Fee Enforcement	P&A
Planning			
	3410	General Planning	P&A
	3420	Residential Organics Recovery Pilot	P&A
	3430	CoIWMP Amendments Application	P&A
	3460	Five Year Audit	
Agency Communications			
	3510	General Agency Communications	Both
	3520	4Rs Education	Both
	3530	Legislation	Both

ATTACHMENT B
DRAFT
ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY
RESOLUTION #WMA 2015 -
MOVED:
SECONDED:

AT THE MEETING HELD MAY 27, 2015
THE ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY AUTHORIZES
ADOPTION OF THE FISCAL YEAR 2015-16 BUDGET;
PROJECT CONTRACTS, AUTHORIZED POSITIONS AND SALARY SCHEDULE, NEW AND
AMENDED JOB DESCRIPTIONS AND CHANGES TO THE HUMAN RESOURCES MANUAL

WHEREAS, a preliminary budget for Fiscal Year 2015-16 has been developed which incorporates programs and projects recommended by the Executive Director; and

WHEREAS, this budget was presented at the joint meeting of the Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board and the Energy Council at the meeting held on April 22, 2015 for review and comment; and,

WHEREAS, legal notice of the budget hearing has been provided, and the matter scheduled on the May 27, 2015 Authority agenda for adoption.

NOW THEREFORE, BE IT RESOLVED that the Alameda County Waste Management Authority hereby

1. Adopts the Authority's portion of the Fiscal Year 2015-16 Budget (Attachment 1, pages III-3 through III-7 and page III-10) with expenditures totaling \$22,859,189 and authorizes staff to proceed with Authority administration, programs and operations in accordance with the adopted budget, effective July 1, 2015.
2. Authorizes the Executive Director to utilize the fiscal reserve totaling \$2,105,109 if necessary.
3. Authorizes positions and the salary schedule which includes a 2.5% increase in the salary ranges (see attached).
4. Approves changes to the Human Resources Manual, Attachment A (final and redlined) per the attached.
5. Approves the Associates job descriptions per the attached.
6. Approves the Chief Financial Officer job description per the attached.
7. Authorizes the following new or augmented contracts and/or spending authority for fiscal year 15/16 subject to approval as to form by Legal Counsel, and consistent with the Authority's purchasing policy:

Contracts/Spending Authority:
To be included in the final budget resolution

Passed and adopted this 27th day of May, 2015 by the following vote:

AYES:
NOES:
ABSTAIN:
ABSENT:

Gary Wolff, Executive Director

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

EXPENDITURES	Total	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
1000 -PRODUCT DECISION:											
1020 Technical Assistance and Services	\$ 524,082	\$ 174,729								\$ 174,676	\$ 174,676
1030 BayROC (Bay Area Regional Recycling Outreach Coalition)	24,203	24,203									
1031 BayROC External Contributions	100,000			\$ 100,000							
Sub-total	648,285	198,932	-	100,000	-	-		-	-	174,676	174,676
1100 Bay Friendly											
1111 Bay-Friendly Schoolyards (Prop. 84 Funding)	64,250			64,250							
1140 Regionalizing Bay Friendly	126,886	114,886							12,000		
1150 Bay-Friendly Water Efficient Landscape Prop 84 (WMA)	118,553	10,055	10,055							85,470	12,972
1152 Water Efficient Landscape Prop 84 Round II	126,953			126,953							
1153 Bay-Friendly Prop 84 Round III	5,943,039			5,943,039							
Sub-total	6,379,682	124,941	10,055	6,134,242	-	-		-	12,000	85,470	12,972
1200 Product Purchasing and Manufacturing											
1220 Waste Prevention: Institutional/Food Service	406,692	203,346								203,346	
1230 Waste Prevention: Reusable Transport Packaging	293,932	97,997								97,968	97,968
1240 HHW Point of Purchase Alternatives	248,394					248,394					
1250 Waste Prevention: Reusable Bag Ordinance Implementation	159,018	159,018									
1260 Recycled Content: Compost and Mulch	533,642	177,916									355,726
1270 Recycled Content: Building Materials	375,843	125,306									250,537
1280 Hard to Recycle: Institut.and Commercial Food Service Ware & Pack.	176,770	83,385							10,000	83,385	
1290 Hard to Recycle: Packaging Life Cycle Analysis and Recycl. Labeling	214,206		71,416							71,395	71,395
Sub-total	2,408,496	846,968	71,416	-	-	248,394		-	10,000	456,093	775,625
1300 Energy Council											
1347 BayREN (Bay Regional Energy Network)	5,864,094						\$ 5,864,094				
1349 Energy Council Offset	111,560						111,560				
Sub-total	5,975,654	-	-	-	-		5,975,654	-	-	-	-
Total Product Decisions	15,412,115	1,170,841	81,472	6,234,242	-	248,394	5,975,654	-	22,000	716,240	963,273

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

	Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
2000-DISCARD MANAGEMENT											
2020 Schools Transfer Station Tours	620,549	620,549									
2040 Competitive Grants	452,646	15,000							437,646		
2050 Ready, Set, Recycle	1,481,542	1,191,463	290,079								
2070 Benchmark Report Production and Distribution	307,872				307,872						
2080 Benchmark Data and Analysis	567,979				567,979						
2090 Mandatory Recycling Implementation	2,285,664		2,285,664								
Sub-total	5,716,251	1,827,011	2,575,743	-	875,851	-		-	437,646	-	-
2100 Processing Facilities											
2110 Construction & Demolition Debris Recycling	277,744		80,618								197,126
2120 Materials Recovery Facility Operations & Monitoring	387,700		387,700								
Sub-total	665,444	-	468,318	-	-	-		-	-	-	197,126
2300 Hazardous Waste											
2310 Hazardous Waste	17,417	17,417									
2311 Used Oil Recycling Grant	125,000			125,000							
2312 Household Hazardous Waste Facilities	6,201,604					6,201,604					
Sub-total	6,344,021	17,417	-	125,000	-	6,201,604		-	-	-	-
2400 C/I/I Collections (Commercial /Industrial/Institutional)											
2420 Business Assistance Supporting Activities	221,259	110,630						-		110,630	-
Sub-total	221,259	110,630	-	-	-			-	-	110,630	-
Total Discard Management	12,946,974	1,955,058	3,044,061	125,000	875,851	6,201,604	-	-	437,646	110,630	197,126

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

	Total	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
3000-COMMUNICATION, ADMINISTRATION, PLANNING											
3021 Miscellaneous Small Grants Administration	300,000			300,000							
Sub-total	300,000	-	-	300,000	-	-		-	-	-	-
3200 Other General Activities											
3210 Property Management	108,458		108,458								
3220 Disposal Reporting	185,709	55,713			129,996						
3230 Technical Advisory Committee	47,345	47,345									
3240 Fee Enforcement	356,665	356,665									
Sub-total	698,177	459,723	108,458	-	129,996	-		-	-	-	-
3400 Planning											
3410 General Planning	115,670	115,670									
3420 Residential Organics Recovery Pilots	350,231		350,231								
3430 ColWMP Amendments Application	13,252	13,252									
3460 Five Year Audit	108,026								108,026		
Sub-total	587,178	128,921	350,231	-	-	-		-	108,026	-	-
3500 Agency Communications											
3510 General Agency Communication	1,148,437	1,080,837							67,600		
3520 4Rs Education	111,774	111,774									
3530 Legislation	282,727	252,727							30,000		
Sub-total	1,542,937	1,445,337	-	-				-	97,600	-	-
Total Communication, Administration, Planning	3,128,293	2,033,981	458,689	300,000	129,996	-		-	205,626	-	-
Total Project Expenditures**											
	31,487,383	5,159,880	3,584,222	6,659,242	1,005,848	6,449,997	5,975,654	-	665,272	826,870	1,160,399
** Total Project expenditures include:											
Salaries \$4,867,072											
Benefits \$2,123,217											
Core Budget \$11,345,324											
AND Core Revenues equals \$12,399,155											

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
	Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
REVENUES										
Benchmark Fees				849,192						
HHW Fees					7,765,634					
Energy Council						5,930,654				
Tonnage revenues	5,192,237	1,539,145					1,420,026	946,685	946,685	946,685
Interest	10,000	30,000			3,000	2,000	18,500			
Externally funded revenues			6,659,242							
Property and Other revenues		500,000								
Total revenues	5,202,237	2,069,145	6,659,242	849,192	7,768,634	5,932,654	1,438,526	946,685	946,685	946,685
TRANSFERS										
Return estimated unused FY 14/15 MRF allocation to MRF Reserve	(134,770)	(134,770)								
Transfer from Mitigation Fund to Energy Council (1349)	-	(45,000)				45,000				
From OPD Reserve to fund Residential Organics Recovery Pilots(3420)	350,426	350,426								
From MRF Reserves to fund MRF Operations Monitoring (2120)	387,700	387,700								
From Product Decisions Reserve to fund Regionalizing Bay Friendly (1140)	112,500	112,500								
From OPD Reserve to fund Mandatory Recycling Implementation (2090)	111,271	111,271								
From MRF Reserves to fund Construction & Demolition Debris Recycling (2110)	186,731	186,731								
From OPD Reserve to fund General Planning (3410)	20,000	20,000								
Total Net Transfers	1,033,858	876,358	-	-	-	45,000	-	-	-	-
FUND BALANCE										
Adjusted Beginning fund balance 7/1/15	10,577,510	3,364,589	638,719	196,096	2,190,588	1,078	2,262,452	1,248,909	455,051	220,028
Adjusted Beginning fund balance 7/1/15	10,577,510	3,364,589	638,719	-	196,096	1,078	2,262,452	1,248,909	455,051	220,028
AVAILABLE FUNDING	44,371,053	8,679,326	3,584,222	6,659,242	1,045,288	9,959,222	5,978,732	3,700,978	2,195,594	1,401,736
Less: Project Expenditures	(31,487,383)	(5,159,880)	(3,584,222)	(6,659,242)	(1,005,848)	(5,975,654)	-	(665,272)	(826,870)	(1,160,399)
ENDING FUND BALANCE	\$ 12,883,671	\$ 3,519,446	\$ 0	\$ -	39,440	3,509,225	3,078	\$ 3,700,978	\$ 1,530,323	\$ 574,866
OTHER PROJECTS:										
Revolving Loan (RLF): (Project 2030)										
Beginning fund balance	\$ 1,249,702									
Revenues	54,000									
Loan Repayment	245,000									
Project cost (loans and expenses)	(699,709)									
Ending fund balance	\$ 848,993									
RB Municipalities (Measure D 50%) (Project 2220)										
Beginning fund balance	\$ 428,758									
Revenues	4,735,423									
Project cost	(5,164,181)									
Ending fund balance	\$ -									
Recycled Product Purchase Preference Meas. D 5% (proj. 1210)										
Beginning fund balance	\$ 42,875									
Revenues	473,342									
Project cost	(516,217)									
Ending fund balance	\$ -									
Total project cost including other projects	\$ 37,867,490									
Total revenues including other projects	\$ 38,267,450									

NOTE

Facility Fees=Authority user fee of \$4.34 per ton.

Mitigation Fees= Import Mitigation Fee of \$4.53 per ton collected on all other wastes landfilled in Alameda County that originate out-of-county except San Francisco waste fee is currently \$6.23 per ton.
RB Discretionary=Recycling Board Discretionary Fund - 15% of Measure D fees, of which 3% may be used to cover expenses necessary to administer the recycling fund.

RB Grants to Non-Profit = Recycling Board Grants to Non-Profit Fund - 10% of Measure D fees.

RB Source Reduction= Recycling Board Source Reduction Fund - 10% of Measure D fees.

RB Market Development = Recycling Board Market Development Fund - 10% of Measure D fees.

RB Recycled Prod. Pref. = Recycling Board Recycled Product Price Preference Fund - 5% of Measure D fees.

RB Municipalities = Recycling Board Municipalities Fund - 50% of Measure D fees.

RLF = Revolving Loan Fund

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY FUND BALANCES AVAILABLE FISCAL YEAR 2015-2016 BUDGET

<i>FUND NAME</i>		RESTATED <i>BEG. FUND BALANCE JULY 1, 2015</i>	<i>ADJUST- MENTS</i>	RESTATED <i>BEG. FUND BALANCE JULY 1, 2015</i>	<i>PROJECTED REVENUE</i>	<i>PROJECTED APPROPRIA- TIONS</i>	<i>TRANSFERS</i>	<i>FUND BALANCE JUNE 30, 2016</i>
WMA								
Facility Operators Fee		\$ 3,364,589		\$ 3,364,589	\$ 5,202,237	\$ (5,159,880)	\$ 112,500 (a)	\$ 3,519,446
Bench Mark Fees		196,096		\$ 196,096	849,192	(1,005,848)		39,440
Externally Funded					6,659,242	(6,659,242)		-
Mitigation		638,719		\$ 638,719	2,069,145	(3,584,222)	921,358 (b)	-
Transfer to Energy Council							(45,000) ©	
HHW Fees		2,190,588		\$ 2,190,588	7,768,634	(6,449,997)		3,509,225
Authority Total		<u>\$ 6,389,992</u>	<u>\$ -</u>	<u>\$ 6,389,992</u>	<u>\$ 22,548,450</u>	<u>\$ (22,859,189)</u>	<u>\$ 988,858</u>	<u>\$ 7,068,111</u>

(a) Transfer from Product Decisions Reserves.

(b) Net Transfer of \$481,697 from Organics Processing Development (OPD) Reserves and \$439,661 from MRF Capacity Expansion-Davis Street Reserves.

(c) \$45,000 from Mitigation Fund to Energy Council.

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY SCHEDULE OF RESERVES FISCAL YEAR 2015-2016 BUDGET

DESCRIPTION

WMA

	BALANCE JULY 1, 2015	TRANSFERS IN	TRANSFERS OUT	BALANCE JUNE 30, 2016
DESIGNATED RESERVES				
ORGANICS PROCESSING DEVELOPMENT	6,580,226		\$ (481,697)	6,098,529
EAST BAY MUD COMMERCIAL FOOD WASTE DIGESTER PROJECT	1,000,000			1,000,000
DIVERSION PROJECT: PRODUCT DECISIONS	137,370		(112,500)	24,870
FISCAL RESERVE	2,105,019			2,105,019
<i>Sub-total</i>	9,822,615	-	(594,197)	9,228,418
CONTRACTUALLY COMMITTED RESERVES				
DIVERSION PROJECT: MRF CAPACITY EXPANSION-DAVIS STREET	439,661	134,770	(574,431)	-
WMA TRANSPORTATION IMPROVEMENT PROGRAM (TIP)	3,441,987			3,441,987
<i>Sub-total</i>	3,881,648	134,770	(574,431)	3,441,987

**Alameda County Waste Management Authority and Source
Reduction & Recycling Board and Energy Council
Authorized Positions – Fiscal Year 2015/2016
Effective July 1, 2015**

Classification Title	Number of Positions
Accountant	1
Administrative Aide	.75
Administrative Assistant Series (Administrative Assistant and Senior Administrative Assistant)	2
Administrative Services Director	1
Chief Financial Officer*	1
Executive Assistant	2
Executive Director	1
Deputy Executive Director	1
Principal Program Manager	1
Program Manager Series (I, II and Senior)	23
Program Services Specialist Series (Program Services Specialist and Senior Program Services Specialist)	2
Supervising Executive Assistant	1
Webmaster/Graphic Designer	1
Intermittent (FTEs)**	9.5

* Serves as the Agency's Treasurer pursuant to the Agency's investment policy and applicable state law.

** Budgeted intermittent staff is 8.3 FTE (mostly interns) however, additional authorization needed for short time assignments and/or to cover employee leave.

**Alameda County Waste Management Authority and Source Reduction &
Recycling Board and Energy Council
Monthly Salary Ranges - FY 2015/16***

Classification Title	Entry	Top
Accountant	7,015	8,523
Administrative Aide	3,760	4,568
Administrative Assistant	5,264	6,396
Administrative Service Director	13,265	16,114
Chief Financial Officer	9,318	11,321
Deputy Executive Director	13,265	16,114
Executive Assistant	6,486	7,882
Executive Director	Per Contract	
Principal Program Manager	11,880	14,433
Program Manager I	7,174	8,716
Program Manager II	8,608	10,459
Program Services Specialist	5,197	6,312
Senior Administrative Assistant	5,791	7,036
Senior Program Manager	10,330	12,550
Senior Program Services Specialist	5,767	7,007
Supervising Executive Assistant	7,136	8,669
Webmaster/Graphic Designer	7,746	9,413
Intermittent (Hourly)	18.32	96.49

*New salary ranges represent a cost of living increase (COLA) of 2.5%. Salary increases occur on September 27, 2015.

As outlined in the Agency's Human Resources Manual (section 2.2.1), annual step increases are awarded pursuant to the Annual Salary Increase Policy. Additionally, as outlined in the Section 2.1.1 of the Human Resources Manual, temporary pay differentials (generally 5%) outside of the incumbent's salary range maybe granted for out of classification assignments, with the approval of the Administrative Services Director and the Executive Director.

Attachment A (revised 2/26/2014) proposed revision draft 3/5/2015

Annual Salary Adjustment Plan

- I. All pay increases will be scaled based on a quantitative performance evaluation, not time in grade.
- II. 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 95th 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.
- III. 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 Financial Officer, Senior Program Managers, the Deputy Executive Director (DED), the Principal Program Manager, 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.
- IV. 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).
- V. Salary increases will be determined by evaluating the outcome of the employee's pre- approved top priorities and the teamwork core competency.
- VI. 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, DED and the Principal Program Manager), 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.

- VII. 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.

- VIII. 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.

- IX. 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.
- X. 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.
- XI. 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.

* 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).

- XII. 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.
- XIII. 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.
- XIV. 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.
- XV. 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.
- XVI. To assist in ensuring pay equity if there is scoring compression toward the top of the scoring range, the ED in consultation with the ASD and appropriate program group lead may make a pay adjustment not to exceed 1.5 times the average of the pool or the top of the employee's salary range if the employee has received an average score of 4.3 or higher. Any such increase will be part of the overall salary increase pool.
- XVII. 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 95th 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.

- XVIII. 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.
- XIX. 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
- XX. 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 95th 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.

Attachment A (revised 2/26/2014) proposed revision draft 3/5/2015

Annual Salary Adjustment Plan

- I. All pay increases will be scaled based on a quantitative performance evaluation, not time in grade.
- II. 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 95th 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.
- III. 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 Financial Officer, Senior Program Managers, the Deputy Executive Director (DED), the 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.
- IV. 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).
- V. Salary increases will be determined by evaluating the outcome of the employee's pre- approved top priorities and the teamwork core competency.
- VI. 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, DED 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.

- VII. 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.

- VIII. 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.

- IX. 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.
- X. 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.
- XI. 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.

* 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).

XII. 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.

XIII. 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.

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~~XV.~~ 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.

~~XVI.~~ To assist in ensuring pay equity if there is scoring compression toward the top of the scoring range, the ED in consultation with the ASD and appropriate program group lead may make a pay adjustment not to exceed 1.5 times the average of the pool or the top of the employee's salary range if the employee has received an average score of 4.3 or higher. Any such increase will be part of the overall salary increase pool.

~~XV.~~~~XVII.~~ 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 95th percentile of their respective classification or 150% of the average available increase (see item 3 with respect to limits to

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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.

~~XXVI.~~~~XXVII.~~I. 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.

~~XXVII.~~~~XXIX.~~X. 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

~~XXVIII.~~~~XX.~~XI. 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:

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ASSOCIATE (Intern program)

DEFINITION

Under supervision, Associates participate in a progressive training and development program and provide a variety of administrative, communication and/or programmatic functions to assigned projects or programs. Incumbents may be hired at any level within this job classification series dependent upon experience and the needs of the Agency. However, the program is designed to provide career development to incumbent associates and as such an internal recruitment of existing associates will be conducted prior to an open recruitment process.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the assigned employee which could include any administrative or programmatic staff that have lead or supervisory authority. Associates I through III exercise no direct supervision of staff but can assist with training other Associates including providing oversight and direction. Associate IV positions may supervise lower level Associates, particularly if filling in for regular employees on vacation or other leave or at the direction of their assigned program or administrative supervisor.

CLASS CHARACTERISTICS

ASSOCIATE I

This is the entry level position where incumbents, depending upon assignment, will master general industry knowledge, best teaching/training practices, and basic customer service and communication skills. Depending on the assignment, first-year associates are exposed to a variety of “best practices,” perform a variety of basic administrative and communication functions and develop an understanding of general industry knowledge.

EXAMPLES OF ESSENTIAL JOB FUNCTIONS

Management reserves the rights to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job. Duties may include the following:

- Provides a variety of administrative tasks including data entry, filing, basic customer service duties (responding to inquiries), receptionist tasks, and conducting tours (Education Center Associates)
- Depending upon assignment, will assist program or administrative staff with event planning and/or staffing of events
- Assists staff with presentations
- Assists staff with correspondence including drafting letters, performing mail merges, etc.
- Responds to basic recycling (hotline) calls
- Assists with updating recycling and other databases
- Performs other related duties as assigned

ASSOCIATE II

Associates at this level have either progressed from an Associate I or are hired at this more experienced level. Incumbents have at least one year administrative or para professional experience, have basic industry knowledge, will undertake more complex assignments and will perform with less supervision and oversight. Depending on the assignment, Associates at this level are trained in areas such as ordinance implementation and evaluation, media campaigns, grant management, writing for social media, presenting to multiple stakeholders and community facilitation and engagement.

EXAMPLES OF ESSENTIAL JOB FUNCTIONS

Management reserves the rights to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job. Duties may include the following:

- Assists with preparing curriculum and training of teachers for student action projects (Classroom Sustainability Associates – CSAs)
- Assists with developing evaluations and assessments
- Schedule tours (Education Center only)
- Responds to more complex inquiries (e.g., questions regarding Mandatory Recycling, Benchmark fees, Single Bag Ban, etc.)
- Assists with training other Associates as needed
- Makes presentations at community events
- Assists with providing staff training on various sustainability initiatives and campaigns
- Assists with community outreach promotions
- Assists with analyzing various metrics
- Assists finance or administrative staff with special projects including preparing various spreadsheets and/or researching and gathering information
- Performs other related duties as assigned

ASSOCIATE III

Building on the skills learned as a lower level Associate (or through past work experience elsewhere), Associates at this level undertake a larger role in new project development, perform more complex administrative, programmatic or communication assignments, and take on more lead responsibilities with respect to lower level Associates. Associates at this level have either progressed from an Associate II or are hired at this more experienced level with at least two years of relevant experience. Incumbents at this level function with minimal oversight.

EXAMPLES OF ESSENTIAL JOB FUNCTIONS

Management reserves the rights to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job. Duties may include the following:

- Coordinates, implements, and promotes assigned waste management/resource conservation programs, projects, and initiatives in such areas as general administration, finance, IT, facilities, environmental education, community outreach, business outreach and assistance, household hazardous waste management or market development
- Provides technical and functional direction to assigned staff; gives work assignments; reviews and controls quality of work
- Manages assigned databases and tracks social media information; updates websites as needed
- Participates in researching, collecting and analyzing data and information for inclusion into staff reports, database and record-keeping systems; conducts surveys; administers evaluation tools; produces reports from database; distributes requested information to appropriate parties in a timely manner
- As assigned, purchases supplies and materials within established guidelines,
- As assigned, performs basic accounting functions including accounts payable and contract and purchase order tracking.
- Performs other related duties as assigned

ASSOCIATE IV

This is the final level in this classification series. Incumbents in this position may supervise lower level Associates, and/or fill in for vacation or other leave as appropriate. Associates at this level have either

progressed from an Associate III or are hired at this more experienced level with at least three years of relevant experience. Incumbents at this level function independently within the project team structure. This class is distinguished from the Associate III in that this position is responsible for more complex and higher-level program activities, and has technical expertise in one or more program areas.

EXAMPLES OF ESSENTIAL JOB FUNCTIONS

Management reserves the rights to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job. Duties may include the following:

- Similar to the duties described for the Associate III, but as outlined above, performed in a lead capacity. Assignments are more varied and complex and are performed with greater independence and discretion.
- Manages simple grants or components of more complex grants
- Performs other related duties as assigned

QUALIFICATIONS

Depending upon the assigned area, Associates at all levels (unless noted below) are expected to have knowledge of:

- Instructional and training methods and techniques
- Principles and procedures of record keeping and reporting
- English usage, spelling, grammar, and punctuation
- Technical and highly specialized functions of assigned program area
- The Authority's policies, procedures, operations, and programs
- General recycling and environmental protection concepts and related laws and regulations
- Standard and accepted waste management/environmental protection methods and techniques
- Instructional and training methods and techniques
- Methods and techniques of public relations and customer service
- Program evaluation tools and techniques
- Modern office procedures, methods and equipment including computers and various software packages
- Principles of business letter writing, basic report preparation, and/or data base operations and programming
- Basic principles of accounting (finance only)
- Basic principles of budget development (Associates II and above)

Ability to:

- Interpret and apply the Authority's policies, procedures, operations, and programs
- Understand the organization and operation of the Authority and of outside agencies as necessary to assume assigned responsibilities
- Independently research, compile, analyze, and prepare a variety of reports
- Independently prepare correspondence and memoranda
- Establish and maintain various data collection, record keeping, tracking, and reporting systems
- Independently organize and prioritize multiple project assignments, timelines, and project schedules in an effective and timely manner
- Analyze situations quickly and objectively to determine proper course of action
- Employ good judgment and make sound decisions in accordance with established procedures and policies
- Operate a variety of office equipment including personal computers and related peripheral equipment and software applications

- Train, provide direction to and oversight of lower level interns (Associates II and above)
- Communicate clearly and concisely, both orally and in writing
- Establish and maintain effective working relationships
- Provide own means of transportation to conduct Agency business
- Evaluate effectiveness of programs and provide recommendations for improvements
- Meet the physical requirements necessary to perform required duties in a safe and effective manner for self and others

Education and Experience:

Any combination of experience and education/training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Associate I: Equivalent to a Bachelors degree from an accredited college or university with major course work in accounting, business administration, education, computer science, environmental studies, communications or a related field. Experience may be substituted on a year for year basis.

Associate II: In addition to the educational requirements (or combination thereof), one year of experience in accounting, business administration, environmental education, environmental studies, computer science, communications or related field

Associate III: In addition to the educational requirements (or combination thereof), two years of experience in accounting, business administration, environmental education, environmental studies, computer science, communications or related field

Associate IV: In addition to the educational requirements (or combination thereof), three years of experience in accounting, business administration, education environmental studies, computer science, communications or related field

Licenses and Certifications:

- Possession of, or ability to obtain, an appropriate valid California's driver's license if required to drive.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle in order to visit various meeting sites (if required); vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups and over the telephone. Finger dexterity is needed to access, enter and retrieve data using a computer keyboard, typewriter keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects necessary to perform job functions.

ENVIRONMENTAL ELEMENTS

Depending on assignment Associates may work in an office environment with moderate noise levels, controlled temperature conditions and no direct exposure to hazardous physical substances other than normal cleaning solutions and equipment. Some Associates may work offsite at tabling events, make presentations or provide training and will encounter working conditions consistent with those venues. Associates assigned to the Education Center work within an industrial site and are exposed to noise, dust and odors normally found at a recycling transfer station.

Employees may interact with staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

CHIEF FINANCIAL OFFICER

DEFINITION

Under general direction, plans, directs, manages, and coordinates the financial programs and activities of the Alameda County Waste Management Authority' and Source Reduction and Recycling Board ("the Agency"), including budgets, general ledger, payroll, fixed assets, purchasing, bonds, and grant management; functions as plan administrator for employee benefits; oversees and participates in the development and implementation of goals, objectives, policies, and priorities for financial programs; serves as Treasurer of the Agency; participates in the development and administration of annual budget; oversees related work of assigned staff; coordinates assigned activities with outside agencies; provides highly responsible administrative support to Agency staff, boards, committees, and member agencies; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Administrative Services Director. Exercises functional and technical oversight of staff performing accounting support duties.

CLASS CHARACTERISTICS

This is a single position professional classification responsible for all of the Agency's financial services and activities. Successful performance of the work requires thorough knowledge of theory and practice of governmental accounting and auditing, and principles of budget preparation and control. Responsibilities include oversight of the accounts receivable, accounts payable, and payroll functions, ensuring efficiency and effectiveness of all the Agency's financial programs.

EXAMPLES OF ESSENTIAL FUNCTIONS

Management reserves the rights to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Assumes management responsibility for all financial services and activities of the Agency including accounting operations, accounts payable, accounts receivable, payroll, general ledger, trust fund management, investments, deposits, audits, asset management, financial reporting, and forecasting of revenue and expenditures.
- Oversees and participates in development and implementation of goals, objectives, policies, and priorities for financial programs.
- Plans, directs, and coordinates the work of assigned staff regarding accounting duties; reviews and evaluates work products, methods, and procedures; meet with staffs to identify and resolve problems.
- Recommends, develops, and administers fiscal policies and procedures.
- Monitors and evaluates efficiency and effectiveness of financial programs.
- Performs various analyses to help solve budget problems with program groups/project leads.
- Serves as Agency liaison on financial matters with outside agencies.
- Coordinates assigned activities with those of other Agency staff, federal, state, and local agencies.

- Oversees accounts payable functions to ensure that expenditures are authorized and comply with Agency controls.
- Coordinates and assists with the preparation of budget documents and manages the timely and accurate preparation of financial reports, including the Comprehensive Annual Financial Report (or annual financial statements audit) and the Management Discussion and Analysis portion of the annual Audit report.
- Participates in the development of long-range financial plans.
- Coordinates, reviews, evaluates, and recommends improvements to the Agency's administrative and financial internal control systems and procedures.
- Assists with employee benefits administration, including employee enrollment; acts as liaison with benefit carriers to address claims or issues; reviews and coordinates payment of employee insurance premiums.
- Evaluates program and service delivery, makes recommendations for improvement, and ensures maximum effective service provision.
- Prepares a variety of written correspondence, reports, procedures, and other written materials, such as detailed accounting analyses, statistical compilations, and narrative reports.
- Maintains and updates the fixed asset system; establishes capitalization guidelines.
- Prepares working papers, financial statements, and various other reports for federal, state, city, and other outside agencies as well as for internal accounting and auditing.
- Reviews and interprets monthly financial statements, including budget variance analysis.
- Designs, maintains, and recommends improvements to a variety of computerized record-keeping systems, databases, and spreadsheets.
- Verifies, allocates, and posts details of the Agency financial transactions in journal and computer files from original source documents.
- Reconciles and balances accounts, compiles reports showing statistics, cash receipts, expenditures, accounts payable and receivable, profit and loss, and other items pertinent to the Agency's operation.
- Coordinates and performs administrative work in grants administration and reporting, including assisting in preparing budgets and interpreting funding agency regulations and requirements.
- Analyzes, reviews, and ensures compliance of proposals and grant budgets with policies, regulations, funding agency requirements, and accounting protocols and procedures; facilitates documentation requirements.
- Attends and participates in professional meetings/seminars, and stays abreast of new trends and innovations in the field of public sector finance.
- Maintains working and official departmental files.
- Monitors changes in laws, regulations, and technology in assigned areas, and implements policy and procedural changes as required.
- Provides technical advice to the Agency's management and the Boards of Directors in area of expertise.
- Provides difficult and complex technical assistance to Agency staff, boards, committees, and member agencies.
- Builds and maintains positive working relationships with co-workers, other Agency employees, the Board of Directors, and the public.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of governmental accounting, public finance administration and budgeting, auditing, reconciliation, contract administration, and benefits administration.
- Methods and techniques of revenue forecasting, budget preparation, financial analysis, and investing.
- Principles and practices of financial information systems and software and their application to the Agency's operations.
- Principles and techniques for procurement of goods and services, including preparation of RFPs, vendor evaluation, and contract negotiation and preparation.

- Generally accepted accounting procedures and pronouncements issued by the Governmental Accounting Standards Board.
- Applicable Federal, State, and local laws, codes and regulations.
- Methods and techniques for writing and presentations, business correspondence, and information distribution; research and reporting methods, techniques, and procedures.
- Record keeping principles and procedures.
- Principles and practices of employee supervision, including work assignment and the training of staff in work procedures.
- Modern office practices, methods, and computer equipment.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for effectively representing the Agency in contacts with governmental agencies, community groups and various business, professional, educational, regulatory, and legislative organizations.
- Techniques for providing a high level of customer service to public and Agency staff, in person and over the telephone.

Ability to:

- Develop and implement goals, objectives, policies, procedures, work standards, and internal controls for the Agency's finance program.
- Prepare complex financial, economic, statistical, and administrative reports and analyses.
- Prepare and administer large and complex budgets; allocate limited resources in a cost effective manner.
- Monitor and reconcile cash and investment accounts.
- Design, establish, and supervise the maintenance of financial systems.
- Oversee, direct, and coordinate the work of technical, clerical, or administrative staff.
- Assist with the selection, supervision, training, and evaluation of staff as needed.
- Interpret, apply, and ensure compliance with Federal, State, and local policies, procedures, laws, and regulations.
- Research, analyze, and evaluate new service delivery methods, procedures, and techniques.
- Effectively administer special projects with contractual agreements and ensure compliance with stipulations; effectively administer a variety of Agency programs and administrative activities.
- Conduct complex research projects, evaluate alternatives, make sound recommendations, and prepare effective staff reports.
- Analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.
- Effectively represent the department and the Agency in meetings with governmental agencies, community groups, and various businesses, professional, and regulatory organizations and in meetings with individuals.
- Establish and maintain a variety of filing, record-keeping, and tracking systems.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment including computer equipment and specialized software applications programs.
- Perform mathematical calculations with speed and accuracy.
- Use English effectively to communicate in person, over the telephone and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Establish and maintain effective working relationships with those contacted in the course of the work.

Education and Experience:

Any combination of training and experience which would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to graduation from an accredited four-year college or university with major coursework in finance, accounting, business administration, or a related field, and five (5) years of increasingly responsible experience in budget and finance with responsibility for preparing and implementing complex, multi-funded budgets, including two years of administrative and supervisory responsibility. Possession of a Masters Degree or CPA certificate is desirable.

Licenses and Certifications:

- Possession of, or ability to obtain, an appropriate valid California's driver's license.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups and over the telephone. Finger dexterity is needed to access, enter and retrieve data using a computer keyboard, typewriter keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects necessary to perform job functions.

ENVIRONMENTAL ELEMENTS

Employees work in an office environment with moderate noise levels, controlled temperature conditions and no direct exposure to hazardous physical substances.

ATTACHMENT C

**DRAFT
ENERGY COUNCIL**

RESOLUTION #EC2015-

**MOVED:
SECONDED:**

AT THE MEETING HELD MAY 27, 2015

FISCAL YEAR 2015-16 BUDGET ADOPTION; PROJECT CONTRACTS

WHEREAS, a preliminary budget for Fiscal Year 2015-16 has been developed which incorporates programs and projects recommended by the Executive Director; and

WHEREAS, this budget was presented at the joint meeting of the Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board and the Energy Council at the meeting held on April 22, 2015 for review and comment; and,

WHEREAS, legal notice of the budget hearing has been provided, and the matter scheduled on the May 27, 2015 Authority agenda for adoption.

WHEREAS, staff has prepared the proposed budget for Fiscal Year 2015-16 which includes previously approved Council action, and

WHEREAS, legal notice of a public budget hearing on May 27, 2015 has been provided, and a public hearing has been held.

NOW THEREFORE, BE IT RESOLVED, that the Energy Council hereby

1. Approves the budget as it pertains to the Energy Council operations and as shown on (Attachment 1, pages III-3 through III-6 and page III-9) with expenditures totaling \$5,975,654 effective July 1, 2015.
2. Authorizes the following new or augmented contracts and/or spending authority for Fiscal Year 2015-16 subject to approval as to form by Legal Counsel and consistent with the Agency's purchasing policy.

Contracts/Spending Authority:

To be included in the final budget resolution

Passed and adopted this 27th day of May, 2015 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

Gary Wolff, Executive Director

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

EXPENDITURES	Total	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
1000 -PRODUCT DECISION:											
1020 Technical Assistance and Services	\$ 524,082	\$ 174,729								\$ 174,676	\$ 174,676
1030 BayROC (Bay Area Regional Recycling Outreach Coalition)	24,203	24,203									
1031 BayROC External Contributions	100,000			\$ 100,000							
Sub-total	648,285	198,932	-	100,000	-	-		-	-	174,676	174,676
1100 Bay Friendly											
1111 Bay-Friendly Schoolyards (Prop. 84 Funding)	64,250			64,250							
1140 Regionalizing Bay Friendly	126,886	114,886							12,000		
1150 Bay-Friendly Water Efficient Landscape Prop 84 (WMA)	118,553	10,055	10,055							85,470	12,972
1152 Water Efficient Landscape Prop 84 Round II	126,953			126,953							
1153 Bay-Friendly Prop 84 Round III	5,943,039			5,943,039							
Sub-total	6,379,682	124,941	10,055	6,134,242	-	-		-	12,000	85,470	12,972
1200 Product Purchasing and Manufacturing											
1220 Waste Prevention: Institutional/Food Service	406,692	203,346								203,346	
1230 Waste Prevention: Reusable Transport Packaging	293,932	97,997								97,968	97,968
1240 HHW Point of Purchase Alternatives	248,394					248,394					
1250 Waste Prevention: Reusable Bag Ordinance Implementation	159,018	159,018									
1260 Recycled Content: Compost and Mulch	533,642	177,916									355,726
1270 Recycled Content: Building Materials	375,843	125,306									250,537
1280 Hard to Recycle: Institut.and Commercial Food Service Ware & Pack.	176,770	83,385							10,000	83,385	
1290 Hard to Recycle: Packaging Life Cycle Analysis and Recycl. Labeling	214,206		71,416							71,395	71,395
Sub-total	2,408,496	846,968	71,416	-	-	248,394		-	10,000	456,093	775,625
1300 Energy Council											
1347 BayREN (Bay Regional Energy Network)	5,864,094						\$ 5,864,094				
1349 Energy Council Offset	111,560						111,560				
Sub-total	5,975,654	-	-	-	-		5,975,654	-	-	-	-
Total Product Decisions	15,412,115	1,170,841	81,472	6,234,242	-	248,394	5,975,654	-	22,000	716,240	963,273

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

	Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
2000-DISCARD MANAGEMENT											
2020 Schools Transfer Station Tours	620,549	620,549									
2040 Competitive Grants	452,646	15,000						437,646			
2050 Ready, Set, Recycle	1,481,542	1,191,463	290,079								
2070 Benchmark Report Production and Distribution	307,872			307,872							
2080 Benchmark Data and Analysis	567,979			567,979							
2090 Mandatory Recycling Implementation	2,285,664		2,285,664								
Sub-total	5,716,251	1,827,011	2,575,743	-	875,851	-		-	437,646	-	-
2100 Processing Facilities											
2110 Construction & Demolition Debris Recycling	277,744		80,618								197,126
2120 Materials Recovery Facility Operations & Monitoring	387,700		387,700								
Sub-total	665,444	-	468,318	-	-	-		-	-	-	197,126
2300 Hazardous Waste											
2310 Hazardous Waste	17,417	17,417									
2311 Used Oil Recycling Grant	125,000		125,000								
2312 Household Hazardous Waste Facilities	6,201,604				6,201,604						
Sub-total	6,344,021	17,417	-	125,000	-	6,201,604		-	-	-	-
2400 C/I/I Collections (Commercial /Industrial/Institutional)											
2420 Business Assistance Supporting Activities	221,259	110,630						-		110,630	-
Sub-total	221,259	110,630	-	-	-			-	-	110,630	-
Total Discard Management	12,946,974	1,955,058	3,044,061	125,000	875,851	6,201,604	-	-	437,646	110,630	197,126

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

	Total	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
3000-COMMUNICATION, ADMINISTRATION, PLANNING											
3021 Miscellaneous Small Grants Administration	300,000			300,000							
Sub-total	300,000	-	-	300,000	-	-		-	-	-	-
3200 Other General Activities											
3210 Property Management	108,458		108,458								
3220 Disposal Reporting	185,709	55,713			129,996						
3230 Technical Advisory Committee	47,345	47,345									
3240 Fee Enforcement	356,665	356,665									
Sub-total	698,177	459,723	108,458	-	129,996	-		-	-	-	-
3400 Planning											
3410 General Planning	115,670	115,670									
3420 Residential Organics Recovery Pilots	350,231		350,231								
3430 ColWMP Amendments Application	13,252	13,252									
3460 Five Year Audit	108,026								108,026		
Sub-total	587,178	128,921	350,231	-	-	-		-	108,026	-	-
3500 Agency Communications											
3510 General Agency Communication	1,148,437	1,080,837							67,600		
3520 4Rs Education	111,774	111,774									
3530 Legislation	282,727	252,727							30,000		
Sub-total	1,542,937	1,445,337	-	-				-	97,600	-	-
Total Communication, Administration, Planning	3,128,293	2,033,981	458,689	300,000	129,996	-		-	205,626	-	-
Total Project Expenditures**											
	31,487,383	5,159,880	3,584,222	6,659,242	1,005,848	6,449,997	5,975,654	-	665,272	826,870	1,160,399
** Total Project expenditures include:											
Salaries \$4,867,072											
Benefits \$2,123,217											
Core Budget \$11,345,324											
AND Core Revenues equals \$12,399,155											

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
	Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
REVENUES										
Benchmark Fees				849,192						
HHW Fees					7,765,634					
Energy Council						5,930,654				
Tonnage revenues	5,192,237	1,539,145					1,420,026	946,685	946,685	946,685
Interest	10,000	30,000			3,000	2,000	18,500			
Externally funded revenues			6,659,242							
Property and Other revenues		500,000								
Total revenues	5,202,237	2,069,145	6,659,242	849,192	7,768,634	5,932,654	1,438,526	946,685	946,685	946,685
TRANSFERS										
Return estimated unused FY 14/15 MRF allocation to MRF Reserve	(134,770)	(134,770)								
Transfer from Mitigation Fund to Energy Council (1349)	-	(45,000)				45,000				
From OPD Reserve to fund Residential Organics Recovery Pilots(3420)	350,426	350,426								
From MRF Reserves to fund MRF Operations Monitoring (2120)	387,700	387,700								
From Product Decisions Reserve to fund Regionalizing Bay Friendly (1140)	112,500	112,500								
From OPD Reserve to fund Mandatory Recycling Implementation (2090)	111,271	111,271								
From MRF Reserves to fund Construction & Demolition Debris Recycling (2110)	186,731	186,731								
From OPD Reserve to fund General Planning (3410)	20,000	20,000								
Total Net Transfers	1,033,858	876,358	-	-	-	45,000	-	-	-	-
FUND BALANCE										
Adjusted Beginning fund balance 7/1/15	10,577,510	3,364,589	638,719	196,096	2,190,588	1,078	2,262,452	1,248,909	455,051	220,028
Adjusted Beginning fund balance 7/1/15	10,577,510	3,364,589	638,719	-	196,096	1,078	2,262,452	1,248,909	455,051	220,028
AVAILABLE FUNDING	44,371,053	8,679,326	3,584,222	6,659,242	1,045,288	9,959,222	5,978,732	3,700,978	2,195,594	1,401,736
Less: Project Expenditures	(31,487,383)	(5,159,880)	(3,584,222)	(6,659,242)	(1,005,848)	(5,975,654)	-	(665,272)	(826,870)	(1,160,399)
ENDING FUND BALANCE	\$ 12,883,671	\$ 3,519,446	\$ 0	\$ -	39,440	3,509,225	3,078	\$ 3,700,978	\$ 1,530,323	\$ 574,866
OTHER PROJECTS:										
Revolving Loan (RLF): (Project 2030)										
Beginning fund balance	\$ 1,249,702									
Revenues	54,000									
Loan Repayment	245,000									
Project cost (loans and expenses)	(699,709)									
Ending fund balance	\$ 848,993									
RB Municipalities (Measure D 50%) (Project 2220)										
Beginning fund balance	\$ 428,758									
Revenues	4,735,423									
Project cost	(5,164,181)									
Ending fund balance	\$ -									
Recycled Product Purchase Preference Meas. D 5% (proj. 1210)										
Beginning fund balance	\$ 42,875									
Revenues	473,342									
Project cost	(516,217)									
Ending fund balance	\$ -									
Total project cost including other projects	\$ 37,867,490									
Total revenues including other projects	\$ 38,267,450									

NOTE

Facility Fees=Authority user fee of \$4.34 per ton.

Mitigation Fees= Import Mitigation Fee of \$4.53 per ton collected on all other wastes landfilled in Alameda County that originate out-of-county except San Francisco waste fee is currently \$6.23 per ton.
RB Discretionary=Recycling Board Discretionary Fund - 15% of Measure D fees, of which 3% may be used to cover expenses necessary to administer the recycling fund.

RB Grants to Non-Profit = Recycling Board Grants to Non-Profit Fund - 10% of Measure D fees.

RB Source Reduction= Recycling Board Source Reduction Fund - 10% of Measure D fees.

RB Market Development = Recycling Board Market Development Fund - 10% of Measure D fees.

RB Recycled Prod. Pref. = Recycling Board Recycled Product Price Preference Fund - 5% of Measure D fees.

RB Municipalities = Recycling Board Municipalities Fund - 50% of Measure D fees.

RLF = Revolving Loan Fund

ATTACHMENT 1

ENERGY COUNCIL FUND BALANCES AVAILABLE FISCAL YEAR 2015-2016 BUDGET

	<i>BEG. FUND BALANCE JULY 1, 2015</i>	<i>ADJUST- MENTS</i>	<i>BEG. FUND BALANCE JULY 1, 2015</i>	<i>PROJECTED REVENUE</i>	<i>PROJECTED APPROPRIA- TIONS</i>	<i>TRANSFERS</i>		<i>FUND BALANCE JUNE 30, 2016</i>
Energy Council	1,078		\$ 1,078	5,932,654	(5,975,654)	45,000	(d)	3,078
<i>Energy Council Total</i>	1078	0	1078	\$ 5,932,654	\$ (5,975,654)	45000		3,078

(d) Transfer from Mitigation Fund.

ATTACHMENT D

ALAMEDA COUNTY SOURCE REDUCTION AND RECYCLING BOARD

RESOLUTION #RB 2015

MOVED:

SECONDED:

AT THE MEETING HELD JUNE 11, 2015

**THE ALAMEDA COUNTY SOURCE REDUCTION AND RECYCLING BOARD AUTHORIZES
ADOPTION OF THE FISCAL YEAR 2015-16 BUDGET AND
PROJECT CONTRACTS**

WHEREAS, a preliminary budget for Fiscal Year 2015-16 has been developed which incorporates programs and projects recommended by the Executive Director; and

WHEREAS, this budget was presented at the joint meeting of the Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board and the Energy Council at the meeting held on April 22, 2015 for review and comment; and,

WHEREAS, legal notice of the budget hearing has been provided, and the matter scheduled on the June 11, 2015 Recycling Board agenda for adoption.

NOW THEREFORE, BE IT RESOLVED, that the Alameda County Source Reduction and Recycling Board hereby:

1. Adopts the Recycling Board's portion of the Fiscal Year 2015-16 Budget (see Attachment 1 pages III-3 through III-6 and pages III-8 and III -11), with expenditures totaling \$9,032,647 and authorizes staff to proceed with Recycling Board administration, programs and operations in accordance with the adopted budget, effective July 1, 2015.
2. Authorizes the Executive Director to utilize the fiscal reserve totaling \$694,981 if necessary
3. Authorizes the following new or augmented contracts and/or spending authority for Fiscal Year 2015/16 subject to approval as to form by Legal Counsel and consistent with the Agency's purchasing policy.

Contracts/Spending Authority

To be included in the final budget resolution

Passed and adopted this 11th day of June, 2015 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

Gary Wolff, Executive Director

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

EXPENDITURES	Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
1000 -PRODUCT DECISION:											
1020 Technical Assistance and Services	\$ 524,082	\$ 174,729								\$ 174,676	\$ 174,676
1030 BayROC (Bay Area Regional Recycling Outreach Coalition)	24,203	24,203									
1031 BayROC External Contributions	100,000			\$ 100,000							
Sub-total	648,285	198,932	-	100,000	-	-		-	-	174,676	174,676
1100 Bay Friendly											
1111 Bay-Friendly Schoolyards (Prop. 84 Funding)	64,250			64,250							
1140 Regionalizing Bay Friendly	126,886	114,886							12,000		
1150 Bay-Friendly Water Efficient Landscape Prop 84 (WMA)	118,553	10,055	10,055							85,470	12,972
1152 Water Efficient Landscape Prop 84 Round II	126,953			126,953							
1153 Bay-Friendly Prop 84 Round III	5,943,039			5,943,039							
Sub-total	6,379,682	124,941	10,055	6,134,242	-	-		-	12,000	85,470	12,972
1200 Product Purchasing and Manufacturing											
1220 Waste Prevention: Institutional/Food Service	406,692	203,346								203,346	
1230 Waste Prevention: Reusable Transport Packaging	293,932	97,997								97,968	97,968
1240 HHW Point of Purchase Alternatives	248,394					248,394					
1250 Waste Prevention: Reusable Bag Ordinance Implementation	159,018	159,018									
1260 Recycled Content: Compost and Mulch	533,642	177,916									355,726
1270 Recycled Content: Building Materials	375,843	125,306									250,537
1280 Hard to Recycle: Institut.and Commercial Food Service Ware & Pack.	176,770	83,385							10,000	83,385	
1290 Hard to Recycle: Packaging Life Cycle Analysis and Recycl. Labeling	214,206		71,416							71,395	71,395
Sub-total	2,408,496	846,968	71,416	-	-	248,394		-	10,000	456,093	775,625
1300 Energy Council											
1347 BayREN (Bay Regional Energy Network)	5,864,094						\$ 5,864,094				
1349 Energy Council Offset	111,560						111,560				
Sub-total	5,975,654	-	-	-	-		5,975,654	-	-	-	-
Total Product Decisions	15,412,115	1,170,841	81,472	6,234,242	-	248,394	5,975,654	-	22,000	716,240	963,273

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

	Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
2000-DISCARD MANAGEMENT											
2020 Schools Transfer Station Tours	620,549	620,549									
2040 Competitive Grants	452,646	15,000							437,646		
2050 Ready, Set, Recycle	1,481,542	1,191,463	290,079								
2070 Benchmark Report Production and Distribution	307,872				307,872						
2080 Benchmark Data and Analysis	567,979				567,979						
2090 Mandatory Recycling Implementation	2,285,664		2,285,664								
Sub-total	5,716,251	1,827,011	2,575,743	-	875,851	-		-	437,646	-	-
2100 Processing Facilities											
2110 Construction & Demolition Debris Recycling	277,744		80,618								197,126
2120 Materials Recovery Facility Operations & Monitoring	387,700		387,700								
Sub-total	665,444	-	468,318	-	-	-		-	-	-	197,126
2300 Hazardous Waste											
2310 Hazardous Waste	17,417	17,417									
2311 Used Oil Recycling Grant	125,000			125,000							
2312 Household Hazardous Waste Facilities	6,201,604					6,201,604					
Sub-total	6,344,021	17,417	-	125,000	-	6,201,604		-	-	-	-
2400 C/I/I Collections (Commercial /Industrial/Institutional)											
2420 Business Assistance Supporting Activities	221,259	110,630						-		110,630	-
Sub-total	221,259	110,630	-	-	-			-	-	110,630	-
Total Discard Management	12,946,974	1,955,058	3,044,061	125,000	875,851	6,201,604	-	-	437,646	110,630	197,126

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

	Total	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
3000-COMMUNICATION, ADMINISTRATION, PLANNING											
3021 Miscellaneous Small Grants Administration	300,000			300,000							
Sub-total	300,000	-	-	300,000	-	-		-	-	-	-
3200 Other General Activities											
3210 Property Management	108,458		108,458								
3220 Disposal Reporting	185,709	55,713			129,996						
3230 Technical Advisory Committee	47,345	47,345									
3240 Fee Enforcement	356,665	356,665									
Sub-total	698,177	459,723	108,458	-	129,996	-		-	-	-	-
3400 Planning											
3410 General Planning	115,670	115,670									
3420 Residential Organics Recovery Pilots	350,231		350,231								
3430 ColWMP Amendments Application	13,252	13,252									
3460 Five Year Audit	108,026								108,026		
Sub-total	587,178	128,921	350,231	-	-	-		-	108,026	-	-
3500 Agency Communications											
3510 General Agency Communication	1,148,437	1,080,837							67,600		
3520 4Rs Education	111,774	111,774									
3530 Legislation	282,727	252,727							30,000		
Sub-total	1,542,937	1,445,337	-	-				-	97,600	-	-
Total Communication, Administration, Planning	3,128,293	2,033,981	458,689	300,000	129,996	-		-	205,626	-	-
Total Project Expenditures**											
	31,487,383	5,159,880	3,584,222	6,659,242	1,005,848	6,449,997	5,975,654	-	665,272	826,870	1,160,399
** Total Project expenditures include:											
Salaries \$4,867,072											
Benefits \$2,123,217											
Core Budget \$11,345,324											
AND Core Revenues equals \$12,399,155											

ATTACHMENT 1

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL Projects by Funding Source- Budget FY 15/16

Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
	Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
REVENUES										
Benchmark Fees				849,192						
HHW Fees					7,765,634					
Energy Council						5,930,654				
Tonnage revenues	5,192,237	1,539,145					1,420,026	946,685	946,685	946,685
Interest	10,000	30,000			3,000	2,000	18,500			
Externally funded revenues			6,659,242							
Property and Other revenues		500,000								
Total revenues	5,202,237	2,069,145	6,659,242	849,192	7,768,634	5,932,654	1,438,526	946,685	946,685	946,685
TRANSFERS										
Return estimated unused FY 14/15 MRF allocation to MRF Reserve	(134,770)	(134,770)								
Transfer from Mitigation Fund to Energy Council (1349)	-	(45,000)				45,000				
From OPD Reserve to fund Residential Organics Recovery Pilots(3420)	350,426	350,426								
From MRF Reserves to fund MRF Operations Monitoring (2120)	387,700	387,700								
From Product Decisions Reserve to fund Regionalizing Bay Friendly (1140)	112,500	112,500								
From OPD Reserve to fund Mandatory Recycling Implementation (2090)	111,271	111,271								
From MRF Reserves to fund Construction & Demolition Debris Recycling (2110)	186,731	186,731								
From OPD Reserve to fund General Planning (3410)	20,000	20,000								
Total Net Transfers	1,033,858	876,358	-	-	-	45,000	-	-	-	-
FUND BALANCE										
Adjusted Beginning fund balance 7/1/15	10,577,510	3,364,589	638,719	196,096	2,190,588	1,078	2,262,452	1,248,909	455,051	220,028
Adjusted Beginning fund balance 7/1/15	10,577,510	3,364,589	638,719	-	196,096	1,078	2,262,452	1,248,909	455,051	220,028
AVAILABLE FUNDING	44,371,053	8,679,326	3,584,222	6,659,242	1,045,288	9,959,222	5,978,732	3,700,978	2,195,594	1,401,736
Less: Project Expenditures	(31,487,383)	(5,159,880)	(3,584,222)	(6,659,242)	(1,005,848)	(5,975,654)	-	(665,272)	(826,870)	(1,160,399)
ENDING FUND BALANCE	\$ 12,883,671	\$ 3,519,446	\$ 0	\$ -	39,440	3,509,225	3,078	\$ 3,700,978	\$ 1,530,323	\$ 574,866
OTHER PROJECTS:										
Revolving Loan (RLF): (Project 2030)										
Beginning fund balance	\$ 1,249,702									
Revenues	54,000									
Loan Repayment	245,000									
Project cost (loans and expenses)	(699,709)									
Ending fund balance	\$ 848,993									
RB Municipalities (Measure D 50%) (Project 2220)										
Beginning fund balance	\$ 428,758									
Revenues	4,735,423									
Project cost	(5,164,181)									
Ending fund balance	\$ -									
Recycled Product Purchase Preference Meas. D 5% (proj. 1210)										
Beginning fund balance	\$ 42,875									
Revenues	473,342									
Project cost	(516,217)									
Ending fund balance	\$ -									
Total project cost including other projects	\$ 37,867,490									
Total revenues including other projects	\$ 38,267,450									

NOTE

Facility Fees=Authority user fee of \$4.34 per ton.

Mitigation Fees= Import Mitigation Fee of \$4.53 per ton collected on all other wastes landfilled in Alameda County that originate out-of-county except San Francisco waste fee is currently \$6.23 per ton.
RB Discretionary=Recycling Board Discretionary Fund - 15% of Measure D fees, of which 3% may be used to cover expenses necessary to administer the recycling fund.

RB Grants to Non-Profit = Recycling Board Grants to Non-Profit Fund - 10% of Measure D fees.

RB Source Reduction= Recycling Board Source Reduction Fund - 10% of Measure D fees.

RB Market Development = Recycling Board Market Development Fund - 10% of Measure D fees.

RB Recycled Prod. Pref. = Recycling Board Recycled Product Price Preference Fund - 5% of Measure D fees.

RB Municipalities = Recycling Board Municipalities Fund - 50% of Measure D fees.

RLF = Revolving Loan Fund

ATTACHMENT 1

ALAMEDA COUNTY SOURCE REDUCTION AND RECYCLING BOARD FUND BALANCES AVAILABLE FISCAL YEAR 2015-2016 BUDGET

<i>FUND NAME</i>		RESTATED <i>BEG. FUND BALANCE JULY 1, 2015</i>	<i>ADJUST- MENTS</i>	RESTATED <i>BEG. FUND BALANCE JULY 1, 2015</i>	<i>PROJECTED REVENUE</i>	<i>PROJECTED APPROPRIA- TIONS</i>	<i>TRANSFERS</i>	<i>ESTIMATED FUND BALANCE JUNE 30, 2016</i>
RB								
RECYCLING BOARD	% **							
Discretionary****	15%	2,262,452		2,262,452	1,438,526			3,700,978
Grants to Non-Profits	10%	1,248,909		1,248,909	946,685	(665,271)		1,530,323
Source Reduction	10%	455,051		455,051	946,685	(826,870)		574,866
Market Development	10%	220,028		220,028	946,685	(1,160,399)		6,314
Recycled Prod. Purch. Prefer.	5%	42,875		42,875	473,342	(516,217)		0
Municipalities Allocation	50%	428,758		428,758	4,735,423	(5,164,181)		0
<i>Recycling Board Total</i>		4,658,073	-	4,658,073	9,487,346	(8,332,938)	-	5,812,481
<i>Revolving Loan</i>		1,249,702		1,249,702	299,000	(699,709)		848,993

** Mandated percentage apportionment of revenue. Discretionary and Municipalities allocation includes interest.

**** 3% of Discretionary funds may be used to cover expenses necessary to administer the recycling fund.

ATTACHMENT 1

ALAMEDA COUNTY SOURCE REDUCTION AND RECYCLING BOARD SCHEDULE OF RESERVES FISCAL YEAR 2015-2016 BUDGET

RB				
DESCRIPTION	BALANCE JULY 1, 2015	TRANSFERS IN	TRANSFERS OUT	BALANCE JUNE 30, 2016
FISCAL RESERVE	\$ 694,981			\$ 694,981
Total	<u>\$ 694,981</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 694,981</u>

Attachment E: Discussion of Unfunded Liabilities

Background

Our Agency had three unfunded liabilities prior to June 2011. They were for post-retirement medical benefits, a pension side fund, and the main pension plan. Two have been paid off entirely as described below. The third is the focus of this memo. According to the actuary at PERS that handles our account, entities in a risk pool such as ours were not allowed by CalPERS (PERS) to pay off any unfunded pension liability other than the side fund prior to next fiscal year 2015/16.

Side Fund

In 2003 the Agency along with other smaller entities was required to join a pension plan risk pool. As such, a side fund was created to account for the difference between the funded status of the pool and the funded status of the Agency's plan at the time. In June 2011, the Authority Board approved paying off the side fund which totaled approximately \$1.0 million.

Other Post Employment Benefits

The Agency also had an unfunded liability for about \$2.2 million of post-retirement medical benefits as of April 28, 2012, when the WMA Board authorized paying it off.

Pension Plan Unfunded Liability

The most recent actuarial report for the Agency (received in December 2014) covering the period through June 30th, 2013 (FY12-13), reported an unfunded pension liability of about \$4.5 million. This was based on the market value of assets as of June 30th, 2013. Using market value, PERS reports that our pension plan is about 76% funded. Prior to the most recent report, PERS would report both market and actuarial values of assets, where the actuarial value of assets meant a value that had been 'smoothed' to account for annual variations in past and projected rates of return. As of the last report, PERS no longer includes an actuarial value of assets. Using the actuarial value of assets, our pension plan was about 86% funded as of June 30th, 2012 (at which time the plan was funded about 72% based on market value).

Of the more than 3,000 employers in the PERS pension program only 21 entities (as of June 30, 2012) were "superfunded". A superfunded plan is when the actuarial value of assets exceeds the present value of benefits. Given this situation, it is not surprising that Government Accounting Standards Board (GASB) Rule 68 requires that public agencies include in their audited financials a statement of their unfunded pension liabilities for the first time in the audit for the current fiscal year (FY14/15). [The audited net position of the Agency (assets minus liabilities) as of June 30, 2014 was about \$46.1 million. Adding the unfunded liability in the next audit as a liability will reduce the net position by about 10%.] GASB also requires that the liability be estimated by methods that are not clear at present -- at least for agencies such as ours that belong to a risk pool -- and that PERS is in the process of implementing. PERS tells us to expect a revised estimate of our unfunded liability in June 2015.

Historic and New PERS Payment Structure

Beginning with the annual actuarial valuation report provided to us in December 2014 (reporting information as of June 30, 2013), PERS changed how it presented its employer contribution rate. Rather than show it as one percentage rate including all financial obligations, the employer normal cost rate (which is the portion of the present value of future benefits that is attributed to the current year of service) is now presented as a percentage of covered payroll and the unfunded liability portion is shown as a dollar amount. The Agency's normal cost rate for FY15/16 is 9.671% and the unfunded liability portion is \$208,877. Converting the two components to a total employer contribution rate equates to 14.243%, which is 1.458% lower than our current (FY14/15) rate of 15.701%. Our employees pay their entire portion of pension costs, either 8% (classic employees) or 6.25% if hired after pension reform was adopted (PEPRA employees).

PERS projects the Agency's normal cost rate for FY16/17 to be 10.1% and the payment of the unfunded liability portion to total \$244,031. Provided that the Agency pays its CalPERS costs every year, the unfunded liability will be paid off in thirty years. But the Agency now has the option of paying this liability sooner, in full or in part, as decided by the WMA Board each fiscal year.

However, as noted by former Board Member Wozniak when the OPEB liability payoff was authorized: "there is no guarantee that this payment will fully satisfy the future cost of the current unfunded liability and CalPERS will not provide a written guarantee that this will satisfy the total cost of our unfunded liability. The estimates could change over time. Additionally, there is some risk involved if we make this investment now and there is subsequently a downturn in the market." Conversely, paying off the current estimate of unfunded liability could over-fund the pension plan if future rates of return exceed PERS' assumptions. That is exactly what has happened (so far) with our OPEB trust account, which is over-funded by about \$400,000 as of June 30, 2014.

Rate and Funding Status Comparisons.

To place our Agency in perspective, the following chart compares the Agency's employer rate and funding status compared to PERS covered member agencies and the special districts that the Agency frequently surveys. As shown, the Agency's employer rate is lower than all but two of the entities listed and has equal or better funding status than 14 of the 19 other entities in the chart. (The funding status information is as of June 30, 2012 -- the most current information available on the PERS website.)

EMPLOYER CONTRIBUTION RATE AND FUNDING STATUS; MISC. EMPLOYEES – FIRST TIER

	Employer Rate 14/15	Funding Status as of June 30,2012
ACWMA*	15.701%	72.0%*
Alameda	17.201%	73.8%
Albany*	16.318%	70.1%*
Berkeley	21.912%	68.5%
Castro Valley*	17.987%	72.5%*
Dublin*	16.691%	72.5%*
Emeryville*	8.715%	82.1%*
Fremont	24.081%	65.6%
Hayward	22.063%	63.9%
Livermore	25.659%	68.0%
Newark	24.120%	63.9%
Oakland	30.159%	66.4%
Oro Loma*	16.601%	72.0%*
Piedmont*	25.049%	66.7%*
Pleasanton	25.659%	59.4%
San Leandro	24.998%	67.8%
Union City	18.908%	70.3%
MTC	17.185	72.4%
West Contra Costa Integrated WMA*	15.135%	72.0%
ACTC*	16.845	70.6%

*Are part of a risk pool

A few other facts may be useful. For many jurisdictions (particularly cities), labor costs make up 80% - 90% of their respective operating budgets. However, labor costs for the Agency comprise about 18% of the Agency's total budget and 62.0% of the Agency's core budget. Therefore, changes in salary and benefits do not have the same impact for the Agency as they do for other public sector entities. Also, these rates only include the employer's portion and do not include contributions that the employer makes on the employee's behalf (ACWMA employees pay their entire portion). Additionally, the Agency does not have public safety employees, where the rate for those entities listed above (that have public safety employees) ranges from 20.3% -46.6%.

Sensitivity Analysis

As stated above, the factor that affects PERS rates the most is the assumed future rate of portfolio return. The charts below show rate of return sensitivity for our Agency, estimated based on information in the most recent PERS actuarial report. PERS currently uses a 7.5% rate of return assumption.

As shown in Chart 1, each 1% change in the future rate of return impacts the Agency by approximately \$300,000 in the core budget (rounding to the nearest \$100,000). That amounts to less than 3% of the core budget, which indicates that the Agency isn't very sensitive to changes in the PERS rate of return.

Furthermore, as shown on Chart 3, paying off the UL entirely has a smaller or similar impact (only \$208,000 next fiscal year, and \$244,000 the year after assuming the CalPERS projected rate of return of 7.5%). Therefore, the issue of assumed future rate of return is as significant, or more significant, than paying off the UL. (Of course we'd like to pay off most or all of the UL regardless.)

	CHART 1 NORMAL COST + UL PAYMENT		
	7.5%	6.5%	8.5%
FY 14/15	656,047		
FY 15/16	624,428	922,736	385,336
FY 16/17	688,865	1,020,862	422,444
FY 17/18	737,062	1,096,560	448,093
FY 18/19	787,542	1,175,898	474,908
FY 19/20	840,399	1,259,025	502,936
FY 20/21	860,639	1,289,253	515,135

	CHART 2 NORMAL COST PAYMENT		
	7.5%	6.5%	8.5%
FY 14/15	-		
FY 15/16	415,551	584,375	283,594
FY 16/17	444,834	625,555	303,578
FY 17/18	455,955	641,194	311,168
FY 18/19	467,354	657,224	318,947
FY 19/20	479,038	673,655	326,921
FY 20/21	491,014	690,496	335,094

	CHART 3 BUDGET SAVINGS FROM PAYING OFF AGENCY'S UNFUNDED LIABILITY		
	7.5%	6.5%	8.5%
FY 15/16	208,877	338,361	101,742
FY 16/17	244,031	395,307	118,865
FY 17/18	281,107	455,366	136,925
FY 18/19	320,188	518,674	155,961
FY 19/20	361,361	585,370	176,016
FY 20/21	369,625	598,757	180,041

Funding Mechanisms to Address the UL

Staff will develop a proposal for partially or fully funding the UL for presentation along with the mid-year budget proposal in November or December, 2015. The proposal will provide several options. The options cannot be foreseen at present, but some possible funding sources are described below.

- A transfer from our fiscal reserve, which might be larger than necessary by about \$1 million. (This possible excess must be reviewed carefully since SF tonnages are projected to stop in FY15/16 and Alameda County tonnages have come in lower than our model so far in FY14/15.)
- A loan against our building. We do not owe anything on the building, but have a line of credit for \$2.88 million. We can draw against the line up until 2/22/2018, and payoff the loan as late as 2/22/2023. Our variable rate in the line of credit is prime plus 1%. A fixed rate is also available through the line of credit at the 5-year Treasury bill rate plus 4.75% (that would mean 6.23% at present, as compared with the 7.5% rate PERS implicitly charges on the). If a loan might make sense, we can investigate whether the bank would be willing to amend the line to allow longer amortization and payoff periods.
- Commit the future facility fee account balance to paying down the UL if it exceeds some specified threshold. This would also likely limit the future operating budgets.
- Transfers from the two reserves designated for development of organics processing capacity, if development of facilities by others should make them no longer needed in whole or in part. These reserves currently total about \$6.8 million.

- Limit future salary increases to share the burden of paying off the UL with employees. Although in concept this is reasonable, it is likely inequitable for some or many employees. That is because PEPRAs employees have created none of the UL (those hired after the Public Employees Pension Reform Act was adopted, also known as PEPRAs), so their salaries should not be affected. And among classic employees who have participated in a plan that was not fully funded, those who have been in the PERS system longer, and have higher salaries, will likely benefit more from the under-funding, and yet on an actuarial basis are likely to have fewer years remaining to contribute to the solution. At the extreme, those who have retired already are obtaining benefits that were not fully funded during their work careers, but it is unlikely based on past case law that they can be compelled to contribute anything to the solution. Consequently, although this solution approach should be considered, it would be very difficult or perhaps impossible to implement equitably.
- A potential payment of up to several million dollars from NextEra Energy for mitigation of habitat loss caused by wind farm repowering. Such mitigation is required for all wind repowering projects, and NextEra must investigate mitigation on our land, and discuss mitigation payments to us. These investigations and discussions have already begun.
- Sell our land in eastern Alameda County if the WMA Board were to find that it is no longer necessary to ensure adequate landfill capacity or to develop an in-County composting facility. The land has a book value of about \$8 million. Selling the land would also cause a loss of revenue, however, primarily from the repowered wind farm. Still, the overall impact on the Agency's financials might be positive, depending on the sale price and future rate of return on Agency or PERS assets.

Summary and Conclusion

We will have a more accurate estimate of our pension UL in June, according to PERS, developed in accordance with GASB 68. Based on that estimate, we will prepare and present to the Board some options for paying the UL in part or in whole before the end of the calendar year. However, payoff of the UL over 30 years is already included in our core budget, and the budget is not very sensitive to the existence of the UL, or the rate of return assumptions used by PERS.

MAY 2015
Meetings Schedule

Alameda County Waste Management Authority, The Energy Council, & Source Reduction and Recycling Board

(Meetings are held at StopWaste unless otherwise noted)

SUN	MON	TUES	WED	THURS	FRI	SAT
					1	2
3	4	5	6	<p style="text-align: center;">9:00 AM Programs & Administration Committee Key Items: 1. Reusable Bag Ordinance Expansion</p> <hr/> <p style="text-align: center;">7:00 PM Planning & Organization Committee /Recycling Board Hayward City Hall, 777 B Street, Hayward CA Key Items: 1. Reusable Bag Ordinance Expansion</p>	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	<p style="text-align: center;">Agency Holiday</p>	26	<p style="text-align: center;">3:00 PM WMA & EC Meeting Key Items: 3:00 PM WMA Board Key Item: 1. FY 14/15 Budget 2. Reusable Bag Ordinance Expansion ?</p>	28	29	30
31						

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SACRAMENTO (The Borowitz Report) – A new poll shows that Americans who were unconcerned about climate change as it wreaked havoc around the world are beginning to worry, now that global warming is affecting the appearance of their lawns.

According to the poll, conducted by the University of Minnesota's Opinion Research Institute, rising sea levels, the destruction of habitats, and catastrophic weather conditions, such as hurricanes and tsunamis, have not served as the wake-up call to Americans that their lawns' unsightly barrenness has.

In interviews across the state of California, residents expressed anger and outrage that climate change had been allowed to worsen to the point that it has now severely limited their choice of ground cover, shrubs, and other decorative plantings.

"We are being forced to create a front lawn out of stones and, yes, cacti," said Harland Dorrinson, a resident of suburban Sacramento. "I'm not sure that this is a world I would want to leave to my children."

"Right now we're looking at a situation where we have to choose between saving our climbing hydrangeas or our roses," said Tracy Klugian, of San Diego. "We are no longer living like humans."

Carol Foyler, a San Mateo resident who has watched her lawn turn from a gorgeous green to a hideous brown during California's drought, said she blamed scientists "for failing to warn us of the true cost of climate change."

"They always said that polar bears would starve to death," she said. "But they never told us our lawns would look like crap."

Note from Executive Director Wolff: This is news from April 1st

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THE WALL STREET JOURNAL.

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<http://www.wsj.com/articles/recycling-becomes-a-tougher-sell-as-plastic-prices-drop-1428279575>

MARKETS

Recycling Becomes a Tougher Sell as Oil Prices Drop

The fall in oil prices has dragged down the price of virgin plastic, erasing recyclers' advantage



A former World War II bomber hangar in Binbrook, U.K., is used by CK Group to house materials for recycling.

PHOTO: GEORGI KANTCHEV/THE WALL STREET JOURNAL

By GEORGI KANTCHEV and SERENA NG

April 5, 2015 8:19 p.m. ET

BINBROOK, England—A former World War II bomber hangar houses a monument to the recent plunge in oil prices: hundreds of bags of shredded plastic.

The hangar is used by CK Group, a recycler of bottles, pipes and sundry bits of plastic. Plastic is often derived from oil, and there used to be money in recycled scrap. Not anymore. The fall in oil prices has dragged down the price of virgin plastic, erasing the recyclers' advantage.

“Many in the recycling industry are hanging by the skin of their teeth,” says Chris Collier, CK’s commercial director, walking among the bales of unsold shreds. “Everybody is desperately chasing for money to stay alive.”

The ramifications are being felt far and wide. In the U.S., many cities and towns pick up detergent bottles, milk jugs and other bits of household plastic and sell them to recyclers who sort, process and resell the scrap. These municipalities typically earned cash—as much as \$10 a ton in parts of New Jersey—for selling recyclable materials under contracts that tie the sales price to commodities prices, with a minimum.

In recent months, some expiring contracts have been replaced with new contracts that set no such floor. That raises the possibility for some municipalities that a moneymaker could turn into a loser.

“They are definitely concerned about the possibility that they may have to pay for the materials to be removed,” said Dominick D’Altilio, president of the Association of New Jersey Recyclers, a Bridgewater, N.J., group that includes recycling firms and municipalities.

At the start of this year, new polyethylene terephthalate, a type of plastic widely known as PET and used to make soft-drink and water bottles, cost 83 cents a pound, according to data compiled by industry publication Plastics News. That was 15% higher than the cost of recycled PET.

As of late March, the cost of new PET had fallen to 67 cents a pound, or 7% less than the recycled form, which costs 72 cents a pound.

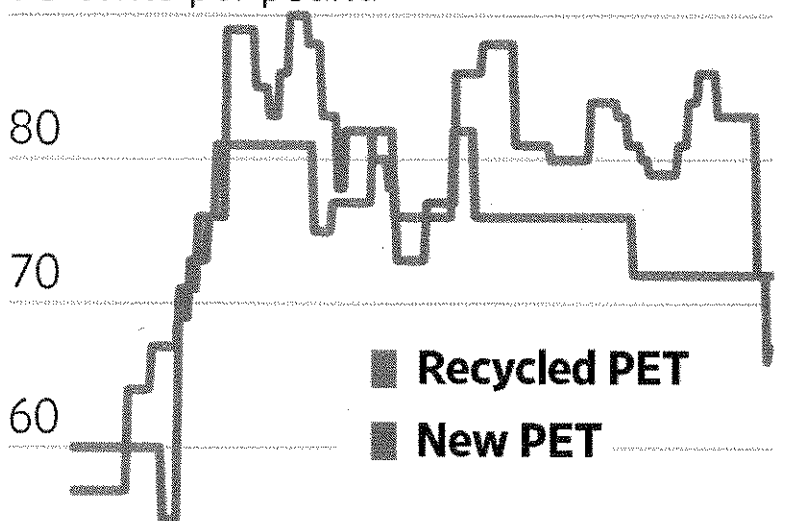
In many parts of the northeastern U.S., scarce space for landfills makes garbage disposal much costlier than elsewhere, so local governments in New Jersey and New York could still find it economical to recycle even if they have to pay for their plastic to be hauled away. Where dumping trash in landfills costs less, some cities might decide to forgo recycling.

Prices are “very important to stimulate good recycling rates among our communities,” says Carey Hamilton, executive director of the Indiana Recycling Coalition.

Grinding Down

The price of a new type of plastic* used to make soft-drink and water bottles has fallen faster than its recycled form.

90 cents per pound



50 Weekly prices

2010 | '11 | '12 | '13 | '14 | '15

*Polyethylene terephthalate, or PET

Source: Plastics News

THE WALL STREET JOURNAL.

Especially hurt are the middlemen of the recycling supply chain, who buy used bottles, cans, paper and other items and then use machinery to sort, bale and sell the recyclables. Prices middlemen get when reselling some types of plastic have plummeted by as much as half in just a few months, says Allan Zozzaro, a partner at Zozzaro Atlantic Coast Processing LLC in Passaic, N.J. "It's putting a real strain on all recycling companies," he says.

Prices of recycled plastic also slumped during the 2007-2009 recession. But the U.S. economy is growing now, and few saw the steep downturn in prices coming.

In Europe, two German recyclers have gone

bankrupt since December. ECO Plastics Ltd., a British firm that touted in 2012 the opening of what it called "the world's largest plastics processing facility," went into administration, a form of bankruptcy. The company's assets were bought by Germany's Aurelius Group, which declines to comment.

Chris Dow, chief executive of Closed Loop Recycling Ltd., says the Essex, England, company could fail as a result of the low prices for recycled plastic. Closed Loop says it produces more than 75% of the recycled plastic used in the U.K.'s milk bottles.

"We are basically saying to our customers: 'Help us come through this by paying a premium for recycled plastic,' " says Mr. Dow. "But few are."

The shift in prices also jeopardizes environmental targets set by governments. For some types of plastic, recycled has become as much as £200 per ton (about \$298) more expensive than virgin, recyclers say. The London Waste and Recycling Board says there were more than 1.1 million tons of plastic waste in London in 2010, the latest year for which figures are available.

Only one-third of the plastic waste was recycled. London hopes to recycle half its total waste by 2020.

"The fall in the oil price puts pressure on plastic recyclers and could threaten the ability of London to meet higher recycling targets," says Wayne Hubbard, the board's chief operating officer.

Plastic production starts with oil and natural gas, which are refined into familiar products like jet fuel or gasoline. But some products like ethane get "cracked" in high-temperature furnaces, breaking down organic molecules into simpler molecules such as ethylene and propylene.

Those are converted back to complex molecules, or polymers, which are then melted into small pellets. Bottle makers, pipe manufacturers and other firms buy the stuff and mold it into a finished plastic product. Only a tiny sliver of total plastic output comes from renewable organic sources like starch, corn or sugar.

The cost of producing new plastic closely tracks the ups and downs of global oil prices. Since June, the price of a barrel of oil has fallen more than 50%.

Many manufacturers prefer virgin plastic because its chemical composition can be precisely specified. That kind of plastic usually is more expensive than recycled plastic.

Now that new plastic is cheaper, Measom Freer & Co. is using more virgin material in the U.K. company's bottles, says Anne Freer, director at Measom Freer. "People are just not willing to pay a higher price for the eco-friendly stuff," she says. "We try to use as much recycled as possible, but it really comes down to price."

Oil prices aren't the only culprit. Government policies pushed companies to use more recycled materials, and recycling plants have mushroomed in the U.S. and Europe. That created overcapacity that has become painfully clear now that demand for recycled plastic has shrunk.

In the U.S., "people were surprised because the economy is doing fairly well, yet you have rapidly falling commodity prices," says Scott Saunders, general manager of KW Plastics Recycling Division, a Troy, Ala., recycling company.

Back in the former bomber hangar in England, Mr. Collier feels squeezed.

The recycling process starts where most consumer goods usually end: in the trash. CK Group sorts the plastic and removes any unusable parts, evident in the coat-hanger hooks littering the factory floor. A half-dozen machines suck in plastic and spew it out as flakes.

The factory's biggest piece of equipment is a three-story-tall color separating machine that the company recently bought for £350,000 (\$520,000). The machine makes it possible for CK Group to offer bags of shredded plastic by color, which command a premium price over the variegated scrap known as "jazz."

"Our scrap suppliers now want us to pay upfront, while our customers, those who still stand by recycled plastics, want to stretch payments as long as possible," Mr. Collier shouts amid the roar of plastic grinders. "And we are in the middle of all this."

Write to Georgi Kantchev at georgi.kantchev@wsj.com and Serena Ng at serena.ng@wsj.com

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Why the global economy is growing, but CO2 emissions aren't

By Chris Mooney March 13 (In the Washington Post)

Sometimes wonky, technical details really matter.

Such is the case on Friday, with an announcement from the International Energy Agency showing that there was a “decoupling” of economic growth and carbon dioxide emissions in 2014. In other words: the world economy grew, but CO2 emissions didn't. This was “the first time in 40 years in which there was a halt or reduction in emissions of the greenhouse gas that was not tied to an economic downturn,” said the agency.

For anybody who cares about the planet, that's very good news. After all, the previously tight link between economic growth and the use of more energy — leading to more emissions — has seemed an almost invariant fact of the modern industrial world. Indeed, observations like these have driven some on the environmental left to posit that economic growth itself is incompatible with environmental protections.

So what changed?

The IEA reports that there were several factors involved — China shifting more to renewables, even as OECD countries also advanced renewable energy and combined that with more energy efficiency.

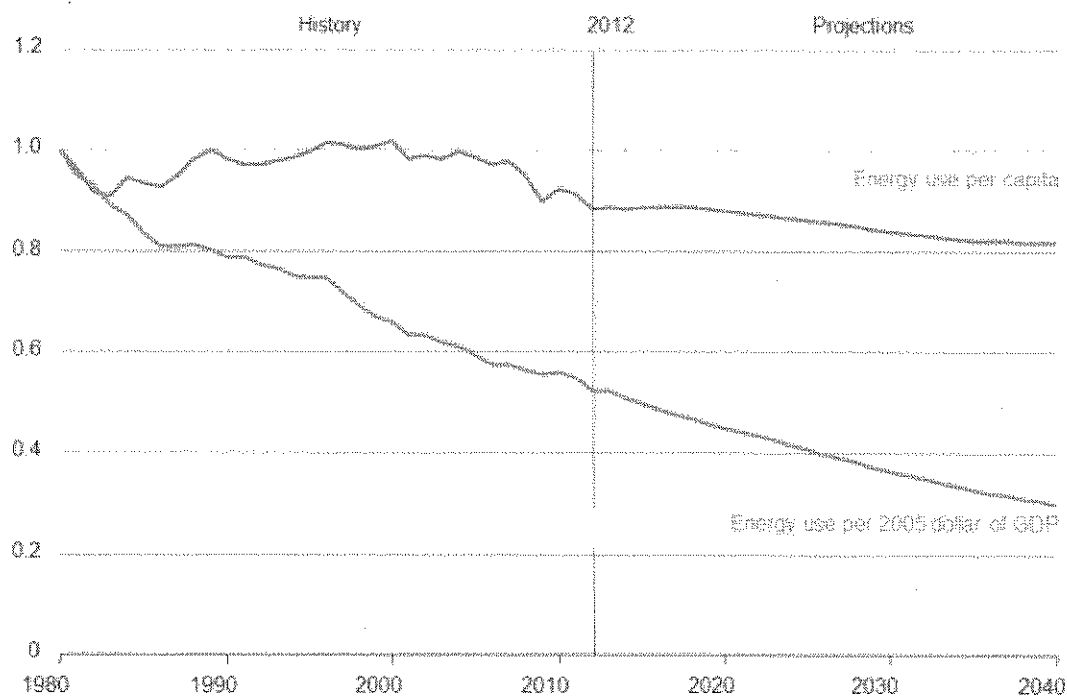
Certainly, that's been the story in the U.S. electricity industry of late. “For the first time demand is untethered to GDP,” said Alex Laskey, the president of Opower, which works with utility companies to help them

connect with customers. “And that’s because of efficiency, self generation, and so on....we can make do with less.”

You can see as much in this figure from the U.S. Energy Information Administration’s 2014 Annual Energy Outlook, showing declining U.S. energy use on a both per capita basis and in relation to GDP — a trend projected to continue:

Figure MT-7. Energy use per capita and per dollar of gross domestic product in the Reference case, 1980-2040

index, 1980 = 1



Credit: Energy Information Administration

Home energy efficiency — our far more efficient fridges, stoves, and much else — is just one of many key factors behind the trend, though.

Another factor, noted Robert Stavins, a leading environmental economist at the Harvard Kennedy School, is that in the U.S. transportation sector, cars are also more efficient (thanks to CAFE standards) even as a number of countries (or U.S. states, in the case of California) are pricing carbon and thus using economic forces to make it more costly to release into the atmosphere.

And there's yet another key factor, according to Stavins — the natural gas boom in the United States brought on by fracking. "This has, in turn, led to significant increases in dispatch of gas-fired electricity generation, relative to dispatch of coal-fired generation, as well as increased investment in new gas-fired electric generation capacity, and cessation of investment in new coal generation in the United States," he said.

According to the IEA, in the last 40 years, "there have been only three times in which emissions have stood still or fallen compared to the previous year, and all were associated with global economic weakness." But the global economy was in good shape last year — and grew 3 percent.

This is how progress in saving our planet is measured — as two lines on a graph that no longer follow one another.

Update: *This article was updated to make more clear that while there was more total CO₂ put into the atmosphere in 2014, there was no increase over 2013 emission levels. According to the IEA, emissions were 3.2 billion tonnes in both years.*



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PET, Mixed Paper Prices Slide; Colored HDPE Mixed

Robert Boulanger

Apr 16, 2015

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Pricing on mixed, post-consumer polyethylene terephthalate food and beverage containers, post-consumer colored high-density polyethylene and post-consumer mixed paper has moved in recent months.

Post-Consumer PET Prices Slide 58.7 percent

During the past year, the national average price of mixed, post-consumer polyethylene terephthalate (PET) food and beverage bottles and jars from

curbside collection programs has dropped by more than 58 percent.

In April, 2014 the national average trading price was in the 21.9 cents per pound range. That price level dropped slightly by 15 percent to an average 19 cents through the summer months, and gradually down to 18.6 cents per pound in the fall months.

By January 2015, the price had dropped another 27.5 percent to 14.9 cents per pound. Finally, the price reached an average current low of 13.8 cents per pound, representing an overall one-year drop of 58.7 per cent (see graph).

These prices are as reported on the Secondary Materials Pricing (SMP) Index. This pricing represents what is being paid for post-consumer recyclable plastic materials in a sorted, baled format, picked up at most major recycling centers.

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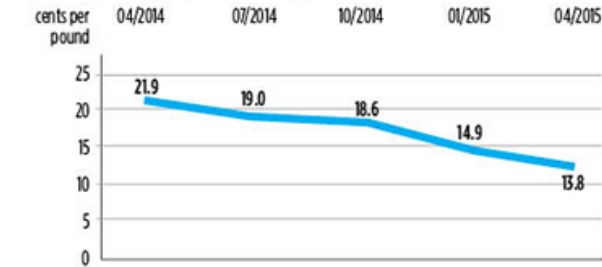
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Downward Slide

During the past year, the national average price of mixed, post-consumer polyethylene terephthalate (PET) food and beverage bottles and jars from curbside collection programs has dropped by more than 58 percent.



Source: SecondaryMaterialsPricing.com

Source: www.secondarymaterialspricing.com

Post-Consumer Colored HDPE Prices Follow Roller Coaster Ride

Six months ago, the national average price of post-consumer colored high-density polyethylene (HDPE) was at 27.6 cents per pound.

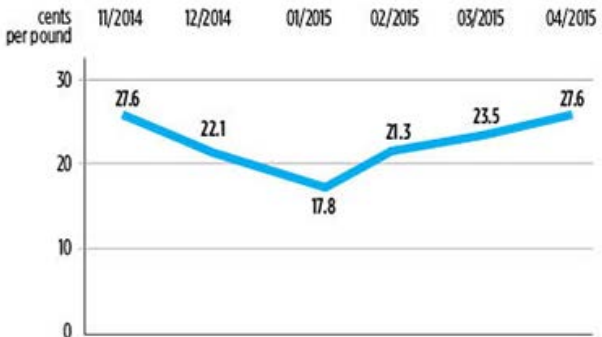
By December 2014 the price had dropped 25 percent to 22.1 cents per pound. In the new year, the price had reached a low of 17.8 cents per pound in January 2015, representing an overall drop of 55 percent (see graph).

After bottoming out like a roller coaster, the average price began a steady rise in February 2015, reaching 21.3 cents per pound. During the past six months, the price has risen a full 55 percent, reaching the previous high level of 27.6 cents per pound on April 10. This colored HDPE price is currently close to the natural HDPE grade, now trading in the 29 cents per pound range.

These prices are as reported on the Secondary Materials Pricing (SMP) Index. This pricing represents what is being paid for post-consumer recyclable plastic materials in a sorted, baled format, picked up at most major recycling centers.

Upward Tick

During the past six months, the price of post-consumer colored high-density polyethylene has risen a full 55 percent, reaching the previous high level of 27.6 cents per pound



Source: SecondaryMaterialsPricing.com

Source: www.secondarymaterialspricing.com

Post-Consumer Mixed Paper (PS-1) Drops 18 Percent During Past Year

The national average price for post-consumer Mixed Paper (PS-1) continues on a gradual monthly downward price trend.

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One year ago, the #1 PSI average trading price was in the \$57 per ton range. This represented an average return for baled tonnage picked up at most recycling centers. Six months later, in October 2014 the average price had dropped 5 percent to \$54 per ton, and by January 2015 it settled in at \$53 per ton.

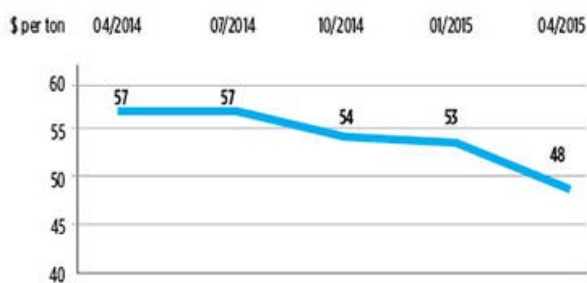
Since January 2015 the average price has continued to slide another 10 percent to the current national average of \$48 per ton. During the past year, this represents an overall price drop of 18 percent (see graph).

By comparison, the average price of recovered #8 News has also dropped 18 percent during the past year.

These published prices are for mill-size bales, FOB dealers' plants, as reported on the Secondary Fiber Pricing (SFP) Index.

Slow Decline

The national average price for post-consumer Mixed Paper (PS-1) continues on a gradual monthly downward price trend.



Source: SecondaryFiberPricing.com

Source: www.secondaryfiberpricing.com

Robert Boulanger is currently president of Recycling Markets Ltd. and director of the Commodity Pricing division. He has extensive experience in the operation and management of recycling plants, and is a long-time publisher in the recycling sector. He can be reached at robert@recyclingmarkets.net. For more than 30 years, the company and its affiliates have focused on the management of company databases and commodity pricing for the recycling industry. In 2002, SecondaryFiberPricing.com was developed as the first industry online format to publish real-time pricing for 18 PSI grades of recyclable paper. SecondaryMaterialsPricing.com was launched in 2004 for postconsumer plastics, cans and glass. Online Members have instant access to more than 10 years of historical data. www.recyclingmarkets.net

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Winner of the Pulitzer prize

Arizona US small business

Arizona legislature passes ban on bans on plastic bags

Lawmakers say that regulating use of plastic bags puts an undue burden on small businesses – and now bill will go before governor Doug Ducey



Plastic bags have been known to cause \$1m worth of damages to city of Phoenix recycling equipment each year. Photograph: Andy Rain/EPA

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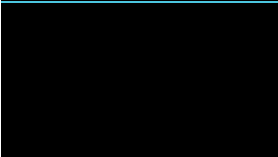
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The state legislature in Arizona has passed a bill that would prohibit local cities and counties from implementing bans on the use of plastic bags.

It is now up to the governor, Doug Ducey, whether the bill will become a law.

The ban on bans would also rule out regulations prohibiting the use of plastic bags, styrofoam, cans and bottles. Furthermore, it would stop local governments from requiring businesses to report their energy use.

Arizona state congressman Warren Petersen, who introduced the legislation, said the purpose of the bill was to eliminate regulatory nightmares for local businesses.



“I’m extremely concerned about economic freedom in this state,” Petersen said. “For me, I support individual rights and people making their own decisions.”

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The bill was backed by state business groups such as the Arizona Retailers Association and the Arizona Food Marketing Alliance, [according to the Arizona Republic](#).

But not everyone supported the bill.

“It’s going to make it harder for us to keep our state clean,” [said congressman Ken Clark](#). “And if our state’s not clean, the folks who come here and spend money in our state will notice that and may not come back.”

In Phoenix alone, plastic bags lead to \$1m worth of damage to recycling equipment each year.

The House passed the bill on Tuesday in a [37-23 vote](#). On Thursday, the bill passed the Senate in a [19-11 vote](#).

Only one city in Arizona, Bisbee, currently has a plastic-bag ban.

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Tuscon requires stores to report how many bags they have handed out and recycled.

The plastic bag ban was not the main focus of the initial bill, [according to the Arizona Republic](#). Petersen introduced the bill because Phoenix was considering requiring commercial buildings to report their energy use.

Environmental campaigners have spoken out against the bill. Sandy Bahr, director of the Sierra Club’s chapter for the Grand Canyon, said that she was outraged.

“It’s not a fixable bill. It takes away the ability to implement energy-saving and waste reduction measures,” she said.

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APRIL 15, 2015

A Surprising and Effective Way to Reduce Waste

Some East Bay dining establishments are ditching disposable takeout containers.

By Luke Tsai @theluketsai



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At Berkeley's Standard Fare (2701 8th St.), former Chez Panisse chef Kelsie Kerr serves up elegant, locally sourced to-go dishes — slow-braised duck legs, delicate lamb tagines, and the requisite kale salad — that put the typical slinger of greasy takeout fare to shame. Yet the most revolutionary aspect of the business might not have anything to do with the food itself, but rather the packaging. Instead of using the standard plastic or cardboard takeout container, Kerr packs each to-go entrée order into a gorgeous, custom-made earthenware pot, which the customer brings back to the shop later in the week, at which point it can be washed and reused. Nothing gets thrown in the trash.



BERT JOHNSON
Standard Fare packages takeout meals in gorgeous earthenware pots.

Standard Fare's novel approach is part of a growing movement in the Bay Area to find ways to reduce the hundreds of millions of pounds of waste created by traditional takeout containers that wind up in landfills each year.

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What's
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for?



Increasingly, reusable takeout containers — whether in the form of a ceramic pot or a more familiar-looking plastic clamshell box — are providing an eco-friendly alternative.

Paul Liotsakis, who has spent the past several years working for an environmental nonprofit in San Francisco, said he didn't have to move beyond the courtyard at his office to notice that there was a problem. Day after day, he witnessed what he called a lunchtime "disaster": the trash, recycling, and compost bins all overflowing, with more compostable containers winding up in the trash than anywhere else.

Eventually, Liotsakis decided to start a Bay Area outpost of a reusable takeout container service called GO Box, which was founded in Portland in 2011 by an MBA grad named Laura Weiss. It's a fairly simple system: Food vendors sign up to get a supply of plastic clamshell boxes that aren't all that different in appearance from the standard disposable variety, except that they're sturdier and — most importantly — reusable. When ordering food at a participating vendor, customers turn in a physical token (or a virtual one, via smartphone app) to "check out" a takeout container. Then, when they're done with their meal, they return the box to a drop-off bin to receive a new token. GO Box picks up all the used boxes and pays a local commercial kitchen — often a soup kitchen — to wash them so that they're ready to be used again.

The containers, manufactured by a Texas-based company called G.E.T. Enterprises, can be reused at least five hundred times. They're also microwave-safe, which for some customers is an added benefit. At the end of their lifespan, which, according to Liotsakis, might stretch for years, the boxes get recycled.

The downside for customers is that you have to pay an annual \$29 for access to the boxes (though, in some cases, companies might offer the service as an employee perk), and you can only use them at food vendors that have signed up. In other words, the idea will likely be more appealing the more it catches on. For restaurants, though, the program has the potential to be a win-win: Liotsakis said he charges vendors less for the containers than they would normally spend on compostable takeout boxes or single-use plastic containers. And, of course, the business can earn some public goodwill for doing something that's good for the planet.

In Portland, the translucent-green takeout boxes are primarily associated with the city's ubiquitous street food scene. But because the Bay Area doesn't have quite as large a concentration of food trucks, Liotsakis said he'll initially focus on brick-and-mortar takeout businesses. So far the GO Box's Bay Area pilot program has been limited to San Francisco's Dogpatch district, but the company just received a grant to launch a pilot in Oakland. While Liotsakis said he's still signing up food vendors to participate, GO Box is tentatively slated to make its East Bay debut in the Oakland City Center area on April 22 — Earth Day.

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By Sascha Bos




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By Robert Gammon, Sam Levin, Sarah Burke and Anna Pulley


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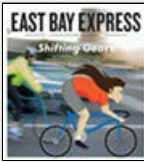
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Reusable takeout containers are hardly a new invention; it's just that they've mostly been used at larger institutions up until now. In fact, UC Berkeley's dining halls have had a similar program — also using reusable plastic containers made by G.E.T. Enterprises — since the fall semester of 2012. At Cal, students can use three meal plan points (the equivalent of \$5) to buy into the program. Michael Laux, the associate director of Cal Dining, said that the program has expanded to the point that there are now more than 8,600 students participating, with a total of more than 41,000 uses of the containers so far this year. In an email, Laux said it's hard to quantify the environmental impact of the program — but at the very least, that's 41,000 takeout containers that weren't added to the waste stream.

It's not difficult to find a number of East Bay restaurants that have taken intermediary steps to make their takeout packaging more environmentally friendly. Restaurants that sell soup or pickles as to-go items, for instance, now often use glass jars instead of disposable plastic containers — either building the added cost into price of the product or charging a small deposit fee, as the West Oakland Korean restaurant FuseBOX does for its to-go kimchi.

But no one in the East Bay has taken the concept of reusable takeout containers quite as far as Standard Fare, where the pots that Kerr uses to pack up a to-go dinner are likely nicer, and more durable, than what the customer uses to cook with at home. Kerr said she's had the idea of starting a waste-free to-go food business built around earthenware *cazuelas*, or South American cooking pots, for about ten years. But the business, which she launched last year, really picked up momentum when she connected with the ceramics maker Jered Nelson of Jered's Pottery, a neighboring business. The *cazuelas* that Nelson makes for Kerr can go in the oven or microwave, and the lid is sealed with a silicone gasket so the food doesn't spill in transit.

Still, Kerr concedes that for some customers, or potential customers, it's a hard sell. Some just don't want to be bothered with the extra step of having to wash a pot and then haul it back to West Berkeley. (The store's somewhat remote location doesn't help, Kerr said.) Others are worried about the \$45 fee they'll incur if they fail to do so.

Regardless, Kerr said she's never considered changing her approach. "The people who are into it are *really* into it," she explained. And besides the environmental benefit, she loves the way her dishes look in the *cazuelas* and, ultimately, she's convinced that the food tastes better when it's reheated in the pot — something about the evenness of the buffered heat distribution and the overall "magic" of cooking in ceramic, Kerr said. This being the food-obsessed Bay Area, maybe that's as powerful an argument as any environmental one.

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