

Authority Board (WMA), Energy Council (EC)

and Recycling Board (RB) Members

Jerry Pentin, **WMA, President**

City of Pleasanton, WMA, RB

Dan Kalb, **WMA 1st Vice President, EC President**

City of Oakland, WMA, EC

Greg Jones, **WMA 2nd Vice President, EC 1st Vice President**

City of Hayward, WMA, EC, RB

Lorrian Ellis, **EC 2nd Vice President**

City of Union City, WMA, EC

Tim Rood, **RB President**

Piedmont, WMA, EC, RB

Toni Stein, **RB 1st Vice President**

Environmental Educator, RB

Dianne Martinez, **RB 2nd Vice President**

City of Emeryville, WMA, EC, RB

Keith Carson, County of Alameda, WMA, EC

Jim Oddie, City of Alameda, WMA, EC

Peter Maass, City of Albany, WMA, EC, RB

Susan Wengraf, City of Berkeley, WMA, EC

Dave Sadoff, Castro Valley Sanitary District, WMA

Don Biddle, City of Dublin, WMA, EC

Suzanne Lee Chan, City of Fremont, WMA, EC

Laureen Turner, City of Livermore, WMA

Mike Hannon, City of Newark, WMA, EC

Shelia Young, Oro Loma Sanitary District, WMA

Deborah Cox, City of San Leandro, WMA, EC

Daniel O'Donnell, Environmental Organization, RB

Bernie Larrabe, Recycling Materials Processing Industry, RB

Adan Alonzo, Recycling Programs, RB

Michael Peltz, Solid Waste Industry Representative, RB

Steve Sherman, Source Reduction Specialist, RB

Wendy Sommer, Executive Director

AGENDA

JOINT MEETING OF THE

**ALAMEDA COUNTY WASTE MANAGEMENT
AUTHORITY (WMA),**

THE ENERGY COUNCIL (EC)

AND

THE SOURCE REDUCTION AND RECYLING BOARD (RB)

Wednesday, April 27, 2016

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

II. ROLL CALL

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**

1	1. Approval of the Draft WMA Minutes of March 23, 2016 (Wendy Sommer)	Action
5	2. Approval of the Draft P&O/RB Minutes of March 10, 2016 (Wendy Sommer)	Action
9	3. Minutes of the April 19, 2016 Technical Advisory Group (TAG) (Karen Kho)	Information
13	4. Recycling Board Attendance Record (Wendy Sommer)	Information
15	5. Written Report of Ex Parte Communications (Wendy Sommer)	Information

V. OPEN PUBLIC DISCUSSION

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

- | | | |
|----|--|--------------------|
| 17 | 1. Benchmark Information Service (Wendy Sommer & Jeff Becerra)
Staff recommends that the Authority Board adopt the attached Resolution amending the Benchmark Information Service Fee resolution to cancel the Benchmark Information Service Fee effective June 30, 2017. Fees from account holders will be collected through June 30, 2017, with the last report delivered in July of 2017. | Action |
| 39 | 2. Proposed FY 2016/17 Budget Presentation (Wendy Sommer & Pat Cabrera)
This item is for information only. | Information |
| | 3. Interim appointment(s) to the Recycling Board for WMA appointee unable to attend future Board Meeting(s) (Wendy Sommer)
(P&O and Recycling Board meeting, May 12, 2016 at 7:00 pm –
Hayward City Hall, 777 B St., Conference Room 1C, Hayward, CA 94541) | Action |

VII. COMMUNICATIONS/MEMBER COMMENTS

Information

VIII. ADJOURNMENT

DRAFT

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

Wednesday, March 23, 2016

3:00 P.M.

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

I. CALL TO ORDER

First Vice President Kalb, WMA, called the meeting to order at 3:05 p.m.

II. ROLL CALL

WMA & EC

County of Alameda	Scott Haggerty, WMA, EC
City of Alameda	Trish Spencer, WMA, EC
City of Albany	Peter Maass, WMA, EC
City of Berkeley	Kriss Worthington, WMA, EC
Castro Valley Sanitary District	Dave Sadoff, WMA
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
City of Newark	Mike Hannon, WMA, EC
City of Oakland	Dan Kalb, WMA, EC
Oro Loma Sanitary District	Shelia Young, WMA
City of Piedmont	Tim Rood, WMA, EC
City of Pleasanton	Kathy Narum, WMA

Absent:

City of San Leandro	Deborah Cox, WMA, EC
City of Union City	Lorrin Ellis, WMA, EC

Staff Participating:

Wendy Sommer, Executive Director
Tom Padia, Deputy Executive Director
Karen Kho, Senior Program Manager
Elese Lebsack, Program Manager
Richard Taylor, Legal Counsel, Authority Board
Arliss Dunn, Clerk of the Board

Others Present:

Ken Bukowski
Gayle Lillian, Liba Falafel, and Oakland Indie Alliance
Ethan Tucker, Save the Bay

III. ANNOUNCEMENTS BY THE PRESIDENTS

There were none.

IV. CONSENT CALENDAR

- | | |
|---|--------------------|
| 1. Approval of the Draft Minutes of February 17, 2016 | Action |
|
 | |
| 2. Mandatory Recycling Ordinance (MRO) – Site Inspector Analysis (Pat Cabrera)
The P&A Committee recommends that the WMA Board direct staff to continue the use of contracted services for MRO site inspectors. | Action |
|
 | |
| 3. Product Decisions Targets – Recommendations (Justin Lehrer)
The P&A and P&O Committees recommend that the WMA Board approve the proposed recommendations for the PD Targets and direct staff to implement them in the FY 16-17 budget. | Action |
|
 | |
| 4. Minutes of the February 16, 2016 and March 15, 2016 Technical Advisory Group (Karen Kho) | Information |
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 | |
| 5. Grants Under \$50,000 (Wendy Sommer) | Information |

Board member Rood made the motion to approve the Consent Calendar for the WMA Board. Board member Worthington seconded and the motion carried 17-0 (Cox, Ellis and Spencer absent).

Board member Rood made the motion to approve the Consent Calendar for the Energy Council. Board member Worthington seconded and the motion carried 15-0 (Cox, Ellis and Spencer absent).

V. OPEN PUBLIC DISCUSSION

VII. REGULAR CALENDAR

- | | |
|--|---------------|
| 1. Reusable Bag Ordinance – Ordinance Expansion Language (Wendy Sommer)
Staff recommends that the WMA Board review the proposed reusable bag ordinance expansion language (Attachment A) and direct staff to prepare formal amendments to Ordinance 2012-02. | Action |
|--|---------------|

Wendy Sommer led the presentation and discussion in the absence of the project manager Meri Soll. A link to the staff report and the presentation is available here: [Bags Expansion memo-03-10-16](#)

Vice President Kalb opened the floor for public comments. Ethan Tucker provided comments on behalf of Save the Bay. Mr. Tucker thanked staff for providing an informative presentation and for supporting Save the Bay's efforts by introducing an expanded plastic bag ordinance. Mr. Tucker encouraged the Board to not exclude farmers markets from the ordinance and to consider including flea markets. He added a uniform rule and complete participation across the County is essential as a piece meal approach would create confusion. Mr. Tucker inquired if there would be CEQA concerns if the ordinance did not include a fee for restaurants and encouraged staff to look at San Francisco's ordinance which includes a \$0.10 fee for paper bags at restaurants.

Board member Sadoff inquired if adopting the expanded ordinance would create any conflict with State legislation. Mr. Taylor replied that the current State legislation regulates stores, narrowly defined, and we cannot change the rules to existing stores but State legislation does not apply to other retail, e.g. restaurants, etc. Board member Maass inquired if food vendors at street fairs are included in Public Eating

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Establishments. Mr. Taylor stated yes. Board member Maass recommended that staff look at redefining the language to more clearly define the types of public food establishments covered by the ordinance. He further inquired if staff could revisit the definition of a reusable bag. Mr. Taylor stated that if the State referendum does not pass this is something that we can look into. Ms. Sommer added the current bags in circulation have met rigorous requirements and the State definition aligns with our definition.

Board member Martinez inquired about any CEQA challenges if we do not impose a fee for carryout bags at restaurants. Mr. Taylor stated that our consultants are aware of this issue and any information will be provided to the Board prior to a decision. Mr. Taylor added the San Francisco ordinance includes a provision that restaurants may impose a fee for carryout bags but he has not incurred such a fee while dining in San Francisco. Board member Biddle inquired about a breakdown of the ordinances according to the County and Cities. Ms. Sommer provided a verbal summary of the information and the link is available here: [Bags-City Ordinance Synopsis-03-23-16](#)

Board member Hannon recommended revising the enforcement language in the ordinance to clearly illustrate the administrative strategy utilized by the agency. Mr. Taylor stated that we could add headers to that section of the ordinance. Board member Spencer suggested clarifying “food providers” in Section 6(a). Ms. Sommer stated that staff would do so, and thanked Board member Spencer for attending on behalf of Board member Oddie. Board member Chan stated her concerns that the proposed schedule not overwhelms restaurants as they will also be implementing the organics phase of mandatory recycling. Ms. Sommer stated that the ordinance becomes effective May 1, 2017 for all retail, but restaurants will be phased in effective November 1, 2017. Complaint based enforcement for restaurants are effective June 2018.

Vice President Kalb stated that he is pleased that there is a phase in period for restaurants and that they are not required to charge for a paper bag. He inquired that staff provide information on operations and cost of doing random inspections (5% of total retailers) in addition to complaint based enforcement. Elsie Lebsack, Program Manager, stated that in order for the enforcement protocol to be equitable among all stores the inspections must be routine and therefore random inspections would not allow stores to be inspected. Mr. Taylor added it has not been the agency’s protocol to do random inspections to avoid claims and to make our cases as strong as possible however if it is important to the Board we can look into it. Board member Kalb stated that at times vendors at farmers markets use the single use plastic bags and inquired into why they are being excluded from the ordinance. Ms. Sommer stated vendors at the farmers markets do not utilize cash registers and cannot provide itemized receipts, which makes it easier to validate the fee on bags when doing complaint based enforcement. Board member Maass commented that we could inform agencies that work with farmers markets that although they are excluded from the ordinance to educate the farmers about the ban on single use bags. Mr. Taylor added that cities could also require in their use permits that events held in their cities must comply with the single use bag ban.

Gayle Lillian, Liba Falafel and Oakland Indie Alliance, commented that she strongly supports the bag expansion ordinance and is pleased to see that it does not require restaurants impose a fee for brown paper bags. Ken Bukowski stated his support as well for excluding restaurants from imposing a fee on brown paper bags.

Mr. Taylor stated that all of the comments today will be used to make the ordinance clearer and will be used as part of the CEQA analysis. Board member Sadoff suggested that the ordinance should clearly define the establishments that are excluded from the Ordinance. Mr. Taylor stated that the ordinance says which establishments are covered by the ordinance and those that are the exceptions.

Board member Spencer made the motion to approve the staff recommendation. Board member Worthington seconded and the motion carried 16-0 (Cox, Ellis, and Haggerty absent).

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Staff recommends that the Energy Council discuss and approve the Priority Areas for 2016-2018.

Karen Kho presented an overview of the staff report and a PowerPoint presentation. The combined report and presentation is available here: [Energy Council Priorities FY16-18-03-23-16](#)

Board member Spencer thanked staff for the insight into the two areas (Municipal Building Operations, and Fuel Switching) and for the revisions to the priority areas.

Board member Biddle made the motion to approve the staff recommendation. Board member Rood seconded and the motion carried 14-0 (Cox, Ellis, and Haggerty absent).

3. Interim appointment(s) to the Recycling Board for WMA appointee unable to attend future Board Meeting(s) (Wendy Sommer) Action

(The April 14, 2016 P&O and Recycling Board meeting is cancelled in lieu of a joint meeting of the WMA Board, the Energy Council, and Recycling Board on April 27, 2016 at 3:00 p.m. at StopWaste offices).

Board member Martinez requested an interim appointment for the April 27 joint meeting. Vice President Kalb volunteered to represent her as the interim appointment. Board member Turner made the motion to approve the interim appointment. Board member Worthington seconded and the motion carried 16-0 (Cox, Ellis and Haggerty absent).

VII. COMMUNICATION/MEMBER COMMENTS

Information

Board member Young announced that Board member Cox was unable to attend the meeting due to a family illness.

VIII. CLOSED SESSION:

CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION

Significant exposure to litigation pursuant to Government Code Section 54956.9(d) (2):
(One potential case)

There was nothing to report from the closed session.

IX. ADJOURNMENT

The meeting adjourned at 4:30 p.m.

**MINUTES OF THE REGULAR MEETING OF THE
PLANNING & ORGANIZATION COMMITTEE
AND
ALAMEDA COUNTY RECYCLING BOARD**

Thursday, March 10, 2016

4:00 p.m.

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

I. CALL TO ORDER

President Tim Rood called the meeting to order at 4:05 p.m.

II. ROLL CALL

Tim Rood, City of Piedmont, Chair
Adan Alonzo, Recycling Programs
Greg Jones, City of Hayward
Bernie Larrabe, Recycling Materials Processing Industry
Peter Maass, City of Albany
Dianne Martinez, City of Emeryville
Daniel O'Donnell, Environmental Organization
Michael Peltz, Solid Waste Industry Representative (via teleconference)
Dave Sadoff for Jerry Pentin, City of Pleasanton
Steve Sherman, Source Reduction Specialist
Toni Stein, Environmental Educator

Staff Present:

Wendy Sommer, Executive Director
Tom Padia, Deputy Executive Director
Justin Lehrer, Senior Program Manager
Cassie Bartholomew, Program Manager
Debra Kaufman, Senior Program Manager
Kelly Schoonmaker, Program Manager
Wes Sullens, Program Manager
Audrey Beaman, County Counsel
Arliss Dunn, Clerk of the Board

Others Present:

Arthur Boone, NCRA Member and Former Recycling Board Member
Brian Dolan, Pleasanton Assistant City Manager
Bob Molinaro, Pleasanton Garbage Service
Arthur Boon, Former Recycling Board Member

III. ANNOUNCEMENTS BY THE PRESIDENT

There were none.

IV. CONSENT CALENDAR

- 1. Approval of the Draft Minutes of February 11, 2016 (Wendy Sommer)**

Action

- | | |
|--|--------------------|
| 2. Board Attendance Record (Wendy Sommer) | Information |
| 3. Written Report of Ex Parte Communications (Wendy Sommer) | Information |

Board member Maass made the motion to approve the Consent Calendar. Board member Alonzo seconded and the motion carried 9-0 (Martinez and Stein absent).

V. OPEN PUBLIC DISCUSSION

Arthur Boone announced that the Zero Waste Youth Convergence will be holding an event at City College in San Francisco on Saturday, March 26th and encouraged staff to support the event. Mr. Boone asked the Board to approve a grant proposal for the Northern California Recycling Association (NCRA) to support organics collection in Oakland multi-family properties. The grant will be included in the grants-to-non profits funding program.

VI. REGULAR CALENDAR

1. Eligibility of Pleasanton to Receive Measure D per Capita Allocations (Tom Padia) Action

Staff recommends that the Recycling Board find that Pleasanton, by opting in to Phase 2 of the Mandatory Recycling Ordinance under a schedule waiver has satisfied the criteria for an adequate commercial organics recycling program, and that the Recycling Board authorizes release of the past two withheld quarterly Measure D allocations and future allocations.

Tom Padia provided an overview of the staff report. A link to the report is available here: [Pleasanton Eligibility Measure D memo-03-10-16](#)

Board member Sadoff stated that he does not support the staff recommendation in principle but because he was not present during the discussion held at the November 12, 2015 Recycling Board meeting he would abstain from the vote. Board member Rood inquired if a promise was made to Pleasanton that the “escrow funds” would be released to them if they took the recommended action. Ms. Sommer stated that she understood that it was the intention of the former Executive Director that the funds would be released upon an approved plan. Mr. Padia stated that the recommendation at the November 15 meeting does not specifically state that funds would be released however he concurs with Ms. Sommer’s statement. Board member Alonzo supported staff’s recommendation based on Pleasanton’s efforts to comply. Board member Sherman stated that he was the maker of the motion at the meeting and required the motion to be amended to allow a more rapid pace for compliance and is satisfied that Pleasanton has satisfied the criteria as requested by the Board and added the intention of the Measure D funds is to help us to accomplish our goals.

Board member Jones and Martinez stated that they both are satisfied that Pleasanton has met the criteria as established by the Board. Board member Jones made the motion to approve the staff recommendation. Board member Alonzo seconded and the motion carried 9-0-1 (Stein absent, Sadoff abstained).

2. Product Decisions Targets (Justin Lehrer) Action

Staff recommends that the Committee review the proposed recommendations for the PD Targets and recommend to the WMA Board to direct staff to implement them in the FY 16-17 budget.

Justin Lehrer presented an overview of the staff report and presented a PowerPoint presentation. The combined report and presentation is available here: [Product Decisions Targets memo-03-10-16](#)

Board member Jones inquired about the techniques for food waste messaging for residential audiences. Cassie Bartholomew stated that there is momentum with the EPA, Natural Resources Defense Council (NRDC) and the Ad Council next month releasing a \$90 million ad campaign targeting consumers, focusing on how to shop smartly, prep and store food, and other messaging targeting generating food waste. Ms. Bartholomew added BayROC recently released their food waste campaign “Love your Leftovers” that includes recipes on how to repurpose leftover food. Board member Sherman stated that he would like to see the agency bring this topic to the forefront and to require the hauler in their franchise agreements to subcontract with local non-profits that recover edible surplus food in order to provide revenue to purchase refrigerated trucks and other edible food recovery provisions.

Board member Rood inquired with respect to the Recycled Content Compost and Mulch Emphasis, what percentage increase would be required to reach 1 million square feet of compost and or mulch in Alameda County. Kelly Schoonmaker stated that up until last fiscal year we have done approximately 400,000 square feet and the 1 million number accounts for an increase in interest in applying sheet mulching due to the drought.

Board member Rood inquired with respect to the Packaging Project if the assistance offered to businesses is primarily technical assistance, education and outreach. Mr. Lehrer stated yes and also small grants to help them obtain totes and bins. Board member Sherman inquired if the 5,000 tons of waste diverted is specific to Alameda County and is it an annual number or over the 4 year program period. Mr. Lehrer stated yes it is specific to Alameda County and for the 4 year program period. The businesses are not all located in Alameda County but the waste ends up here. Board member Sherman inquired about the anticipated resources to member agencies to help them update their Climate Action Plan. Debra Kaufman stated that the discussion has focused on helping with the adaptation plans related to agency priorities such as helping to make the connections between how compost and mulch can mitigate the potential for increased flooding due to climate change and to show communities how they can expand beyond mitigation into the adaptation realm. Additionally, we’ve discussed Energy Efficiency and how they can be used as adaptation measures. Ms. Sommer added the agency will be providing templates and language very specific to our mission that member agencies can then insert into their proposed plans.

Board member O’Donnell inquired if the emphasis on codes and standards will include an emphasis on where the recycled products are manufactured as opposed to just having recycled content product and also further studies to measure the impact of energy savings. Wes Sullens stated the idea is to engage on codes and standards that are looking at the full beneficial package of recycling: energy, regionality, life cycle savings, etc. This means we could be engaged on codes and standards that influence manufacturing best practices (like zero waste manufacturing facilities), as well as energy savings from using recycled instead of virgin materials in manufacturing.

Board member Stein inquired if there has been progress made with regard to products (sofas, etc.) containing fire retardant materials. Mr. Sullens stated that with the new mattress legislation local foam recyclers are seeing an increase in mattress being brought into the recycling facility but not sofas and couches as there is no recovery method for those foams. It is a missing piece and several groups are looking into what to do with these foams as alternatives to landfilling. Board member Stein commented that the workers at these recycling facilities are being exposed to these materials and it poses a health and safety risk. She added Alameda County took the lead on mattress recycling legislation and encouraged staff to lend our expertise to any proposed State legislation on flammability standards.

Board member Sadoff summarized the discussion held at the P&A meeting regarding the challenges of point of sale marketing/signage at retailers. Ms. Sommer stated for several years the measure posed

significant challenges and the agency opted to piggyback with Our Water, Our World as they have been successful at having a presence in the retail stores.

Board member Rood inquired about the budget impacts due to the reallocations. Mr. Lehrer stated there will be overall budget savings. Board member Maass inquired as to any proposed assessment schedule for the projects. Mr. Lehrer stated that staff will apply criteria as needed to projects and possibly for evaluating grant requests. Board member Stein stated that she will support the staff recommendation but asked that staff provide more specificity with regard to codes and standards. Board member Sherman commended staff on presenting a well thought out and coordinated process.

Board member Sherman made the motion to approve the staff recommendation. Board member Maas seconded and the motion carried 10-0 (Martinez absent).

VII. OTHER PUBLIC INPUT

There was none.

VIII. COMMUNICATIONS/MEMBER COMMENTS

Board member Alonzo announced that Fremont Recycling and Transfer Station in collaboration with the City of Fremont, and Republic Services will be holding their 5th Annual Compost Giveaway at the Transfer Station on Sunday, April 3.

Board member Sherman announced that the Northern California Recycling Association (NCRA) will be holding its Annual Recycling Update on March 22 at the Freight and Salvage in Berkeley.

Board member Sadoff announced that he had attended the East Bay Innovation Awards in Oakland. He added it was a great event and encouraged other Board members to attend. Ms. Sommer added the agency traditionally sponsors a table at the event.

IX. ADJOURNMENT

The meeting adjourned at 5:30 p.m.

Energy Council
TECHNICAL ADVISORY GROUP (TAG)

Tuesday, April 19, 2016 – 1:00 pm to 3:00 pm

Attendance:

City of Albany: Claire Griffing (phone)
City of Berkeley: Billi Romain, Caytie Campbell-Orrick (Civic Spark)
City of Emeryville: Nancy Humphrey, Hoi Fei Mok (Civic Spark)
City of Fremont: Rachel DiFranco
City of Hayward: Mary Thomas, Gilee Corral (CivicSpark)
City of Livermore: Judy Erlandson (phone)
City of Oakland: Shayna Hirshfield-Gold, Ben Silverman (Civic Spark), Naomi Wentworth (Climate Corps)
City of Piedmont: Emily Alvarez, Matt Anderson (Civic Spark)
City of San Leandro: Sally Barros
StopWaste: Karen Kho, Wendy Sommer, Heather Larson, Wes Sullens, Candis Mary-Dauphin, Miya Kitahara
Guests: Seth Baruch (Carbonomics), Albert Lopez (Alameda County)

MEETING NOTES

Board Updates

- Priorities went to Board for 2016 -2018 – adopted by the board. No changes made.

CCE formation process

- Planning to Launch in April of 2017
- Currently creating JPA – currently in outreach phase. Meeting with City attorneys to familiarize them with the structure and components of agreement. Would like to get commitments by October 31st.
- Risks – Opt out and rate fluctuation, and spiking exit fees.
- Next steps – Technical Study is currently underway, primarily focusing on CCA demand and supply. Study will also assess the potential for energy efficiency programs. Surveying local community stakeholders on the value added of a CCA EE program model, and opportunity for value added, non-duplicative programs. The draft report is due for completion May 4th, to be finalized the end of May. The report will be available for public review. Next phase following the technical study is program development.
- Governance will consist of participating cities – either weighted based on population/demand, or by majority. Also considering one city, one vote, with weighted voting more reserved for contentious issues. Governance is covered in the JPA Agreement.

BayREN Program Updates

- BayREN 2017 Business Plan proposals
 - Multifamily
 - Increase saving requirements in MF program
 - Phasing away from incentives within the 10 year horizon
 - Encouraging property to approach ZNE

- Single Family
 - Home Upgrade program is expensive and there's been an ongoing debate about cost of savings. A 10 year commitment was made by the PUC in 2012 – will continue at least for another 7 years, might be revisited sooner.
 - Looking at opportunities for behavioral programs
- Commercial
 - 4 proposed solutions:
 - Continue Commercial PACE and increase activity
 - SMB advisor – taking the Home Upgrade advisor model from HU and extending it to small businesses – go beyond energy. Create a one stop shop model. TAG comments:
 - Similar to EBEW's Your Energy Manager – an independent advisor -- could fold YEM into this, since it does have coast effectiveness requirements.
 - It would be more attractive to businesses to have one site visit instead of multiple, as with the current green business program
 - Co-Pay financing – micro financing intended to help businesses to participate in a rebate program – CCC and SF have been doing this and have seen significant increases in participation. TAG comments:
 - Revolving loan fund needs to be shopped around to all the LGPs to see how they complement existing programs
 - Should conduct outreach to direct install programs
 - This solution would be more effective at scale
 - This solution should not necessarily be limited to energy efficiency – since there will be non-CPUC capital
 - SMB Pay for Performance – Work with existing local government partnerships. Establish BayREN as aggregator of existing programs. TAG comments:
 - This solution seems resource intensive with a long lead time
- Codes
 - Identifying problems and long term solutions – Complexity of Energy Code and forms, REACH codes, Engagement of Building Officials and Contractors, Enhancing current activities. TAG Comments:
 - Removing barriers to fuel switching – the code issue – letting people know how to do it.
 - Open up beyond energy efficiency – water efficiency, and renewables deployment. energy storage could be key
 - Reconvene about microgrid projects at a future TAG meeting
- Current program updates
 - PG&E has provided additional funds for Single Family

Grant Application Opportunity - [DOE Cities-LEAP FOA](#) for Data-Driven Decision Frameworks by Local Governments

- Concept papers due May 17th, Full proposal due June 23rd
- Requires partnering with academic institution

- City of Oakland is considering applying
- Concept
 - Quantifying time of use – to calculate emissions reductions potential of programs – and develop a tool that captures the impact of load shifting, the tool would integrate an “if – then” mechanism, to allow cities to apply the best use of technology
 - Potential Partners - Air District, Chris Jones at UC Berkeley
 - Tool for integrating Climate Action Plan and General Plan
 - Shayna and Rachel interested in reviewing concept paper, will also put into DropBox
- Air District is proposing a project on Ground Source Heat Pumps, mapping soil and subsurface properties to determine where ground source heat pumps are most effective. Would create a publically available map and estimation of GHG savings by climate zone. StopWaste may partner on this concept to integrate local government use cases.

CAP 2.0 Continued

- Consumption Based Emissions Inventory (CBEI) template feedback
 - Reviewed and approved by ICLEI, Air District, and Chris Jones (UC)
 - Intended to be used as a narrative to add to existing data
 - Components of the template include: Logic of current inventory, discussion of CBI and traditional inventories’ validity, relevance in the Bay Area, current data obstacles, data observations and findings, electrification, list of potential measures/strategies that effect CBI inventories
 - TGA Comments:
 - 3 pages is a good length
 - Members will be able to provide more input once it’s utilized
- [CAP 2.0 planning survey](#) responses summary – moved to a later date due to lack of responses

Member Comments & Discussion (10 min)

Sunshares

- BC3 wants Letters of Commitment by May 27th. Want cities to commit to a certain level of outreach which will be determined by the cities. Adoption of a resolution is not required.
- Timeline:
 - RFPs will be put out the first week of June – city will send 1 rep to serve on evaluation committee
 - Proposals sent in early July, selected end of July, Launched end of July/August. Program would run for 3 months.
- EV component – In the past, the dealership offered an additional \$7k reduction on top of federal and state incentives.
- Interested Jurisdictions: Piedmont, Emeryville, Berkeley, Oakland, Fremont, San Leandro, maybe Hayward and Dublin
- Multifamily/HOA group purchasing may need to be a separate round, as outreach would differ.

NEXT TAG MEETING: May 17, 2016 1-3pm

3:00-4:30 pm ICLEI Work-session on Compact of Mayors (COM)/GPC Compliant Inventory

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2016 - ALAMEDA COUNTY RECYCLING BOARD ATTENDANCE

	J	F	M	A	M	J	J	A	S	O	N	D
REGULAR MEMBERS												
A. Alonzo	X	X	X									
G. Jones	X	I	X									
B. Larrabe	X	X	X									
P. Maass	X	X	X									
D. Martinez	X	X	X									
D. O'Donnell	X	X	X									
M. Peltz	X	A	X									
J. Pentin	X	I	I									
T. Rood	X	X	X									
S. Sherman	X	X	X									
T. Stein	X	X	X									
INTERIM APPOINTEES												
D. Biddle		X										
S. Young		X										
D. Sadoff			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 27, 2016
TO: Recycling Board
FROM: Wendy Sommer, 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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DATE: April 27, 2016

TO: Waste Management Authority Board

FROM: Wendy Sommer, Executive Director

BY: Jeff Becerra, Communications Manager

SUBJECT: Benchmark Information Service

SUMMARY

In July 2013, the WMA began implementation of the Benchmark Information Service, delivering the first report to account holders in January, 2014. At the time the service was implemented, the WMA Board agreed to review the effectiveness of the service and related fee before adoption of the FY16-17 budget to determine if the agency should continue, modify, or terminate the program. At the April 27 WMA Board meeting, staff will provide an overview of the program and its effectiveness to date, along with a recommendation that the program be phased out in 2017.

DISCUSSION

Benchmark Information Service Overview

The WMA adopted the Benchmark Information Service program in 2012 as a novel approach to advance the agency's long-term waste reduction goals. The Board Resolution created the program "for the purpose of providing 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." (See Board Resolution WMA 2012-6 included as Attachment 2.)

The idea for the program, based on academic studies, was that feedback to account holders on prior recycling performance levels in their community as compared to surrounding communities would result in future improved recycling. The service had the ancillary benefit of providing the agency with a more detailed understanding of progress toward our year 2020 objective of less than 10% readily recyclable or compostable materials in the discards that are landfilled.

The Benchmark Information Service has three components:

- Random anonymous measurements of how much recyclable and compostable material is in garbage containers in Alameda County
- Analysis of those measurements

- Reports sent directly to garbage service account holders describing what was found and what people can do to reduce waste at home and at work (sample reports are included in Attachment 3).

The Benchmark Information Service is funded by a per-account fee collected by the hauler or jurisdiction administering the generator's solid waste collection account. Account holders are provided with a one-time opportunity to opt-out of future years of the service. The annual revenue from the Benchmark Information Service is approximately \$950,000. Of that amount, approximately \$550,000 covers the costs of data collection (65%) and report production and distribution (35%), performed by outside contractors. The remaining \$400,000 covers WMA staff costs to implement the program.

The amount of the fee depends on the size of the account. Fee amounts for FY 2015-16 are:

Account Size Categories	Annual Fee
Accounts with one garbage cart per week on average	\$1.74 per year
Accounts with more than one garbage cart, but less than four cubic yards, per week on average	\$6.95 per year
Accounts with four or more cubic yards per week on average	\$20.68 per year

Benchmark Information Service Benefits

The Benchmark Information Service program has provided StopWaste with an opportunity to communicate with account holders on jurisdiction-specific recycling performance and other messages such as general recycling education with an emphasis on food scrap composting. In addition, the data gathered has been somewhat useful for identifying countywide recycling trends, such as a growing contingent of residential customers (now about 25% of homes) who are already meeting our 2020 waste reduction goal.

Because the program is specifically targeted towards providing a customer service, WMA staff wanted to understand customers' view of the service. Accordingly, as part of this evaluation WMA retained the research firm FM3 to conduct a phone survey to gauge the effectiveness of the Benchmark Information Service and report. Based on 600 completed calls (+/- 4% margin of error) in February 2016, findings included:

- Just under half of survey respondents recalled receiving a report
- A high percentage of those who recalled the report felt that it was clear and understandable
- When educated that they were paying approximately \$2 annually for the service, approximately half of residential customers supported the service and half did not
- Only a small percent of those who received the report knew about the choice to opt out when they first received the report

Unfortunately the results were inconclusive on the important determinant of the report's usefulness, and whether or not it resulted in long-term improvements in recycling performance. While the data is not conclusive, it appears that those who stated that the report was very useful and that they were

likely to change their behaviors (approximately one third of respondents) did so because of information in the report about how to recycle rather than the community-level feedback on recycling performance.

The Benchmark Information Service program was developed in large part to increase the level of waste reduction in households and businesses in the County. So far, any discernable level of waste reduction has yet to be seen. After the first year of the service and report distribution, the percent of good stuff found in the garbage increased, along with an increased average weight of garbage and fewer green bins set out at the curb. After the second year of the service and report, recycling performance improved compared to the prior year, but has yet to reach the first year's baseline numbers.

Benchmark Information Service Drawbacks

Because the Benchmark Information Service program is operated on a fee for service basis, the Agency has not been able to make broad use of the information generated. The benefits of the program are targeted to account holders only as those are the parties paying the fee for the service and State law does not allow the agency to provide the information to persons who do not pay for the service. Moreover, the revenue from the Benchmark fee can only be used to provide the service itself and cannot be applied to any other Agency projects or services.

Account holders paying for the service must receive a tangible benefit of the service, in this case a hard-copy report of findings. Every account gets a report, so those with multiple accounts are mailed multiple copies, which can seem confusing and contrary to our mission of reducing waste. And only those who pay for the service can receive it. Thus, while the findings may be of general interest and useful to advance the agency's goals via the media and other means to the entire county, that is not allowed by the program's structure.

When the program was adopted by the WMA Board, the approved funding level was selected so that it would allow for sufficient residential data collection sample sizes so that jurisdictional differences could be seen, and so that waste reduction trends in eight business sectors could be determined. However, after three years of data collection, residential results show minimal differences between jurisdictions, and the data's primary use has been to determine countywide trends. On the business side, the level of funding does not support sufficient data gathering to achieve a high level of statistical confidence in the findings.

Production of the report requires a significant allocation of staff resources for administrative tasks such as coordinating with haulers to develop multiple mailing lists, process opt-out requests, and troubleshoot billing problems. Additionally, since we are not able to produce customized reports for each account holder, we run the risk of de-motivating the best recyclers by providing data on community averages only.

Overall Analysis

While the Benchmark Information Service has been successful in providing a new avenue of communication to account holders, the funds are limited to providing the service itself only, and the original expected benefits of improved recycling habits through feedback have not been demonstrated.

Further, the restrictions on the use of information generated by the program limit its overall effectiveness. We believe we can identify other sources of funding for data collection to identify recycling trends and then integrate this into the WMA's overall communications and outreach strategy.

In order to make this transition to other funding sources for priority studies and projects, staff recommends that the Benchmark Information Service continue for one more fiscal year, through June 2017. This additional year will allow the Authority to complete data collection committed to current projects, and to possibly complement a more comprehensive countywide waste characterization study in 2017 if the Board approves that project as part of the FY 2016/17 budget. Additionally, continuation for one more year will allow for longer-term strategic priority setting this fall before the fee revenue sunsets.

For these reasons, staff is recommending that the Benchmark Information Service be phased out at the end of FY16-17.

RECOMMENDATION

Staff recommends that the Authority Board adopt the attached Resolution amending the Benchmark Information Service Fee resolution to cancel the Benchmark Information Service Fee effective June 30, 2017. Fees from account holders will be collected through June 30, 2017, with the last report delivered in July of 2017.

Attachments:

1. Resolution 2016-XX: Amending Resolution WMA 2012-6 Establishing the Benchmark Information Service Fee to Set a Sunset Date for the Fee
2. Resolution 2012-6 Adopting an Annual Tiered Benchmark Information Service Fee
3. Sample Benchmark Reports

ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY

RESOLUTION #WMA 2016 – []

MOVED:

SECONDED:

AT THE MEETING HELD APRIL 27, 2016

**AMENDING RESOLUTION #WMA 2012-6 ESTABLISHING THE
BENCHMARK INFORMATION SERVICE FEE TO SET A SUNSET DATE FOR THE FEE**

WHEREAS, the Alameda County Waste Management Authority (“Authority”), adopted Resolution #WMA 2012-6 establishing the Benchmark Information Service Fee on June 27, 2012; and

WHEREAS, the Benchmark Information Service Program began operation July 1, 2013 and has provided information to account holders throughout Alameda County on waste reduction performance and reduction opportunities such as recycling, composting of organic wastes, and waste prevention; and

WHEREAS, the Authority has completed an evaluation of the Benchmark Information Service and determined that there are more effective tools to serve the goals of the Benchmark Information Service program; and

WHEREAS, the Authority intends to terminate the program in 2017 and accordingly wishes to terminate the fee established by Resolution #WMA 2012-6 effective June 30, 2017.

NOW THEREFORE, BE IT RESOLVED THAT:

The text of section A of Resolution #WMA 2012-6 is hereby amended to include the bold double-underlined text shown below:

Approves the fee schedule below for all Disposed Waste service accounts in Alameda County effective July 1, 2013 **and ending June 30, 2017** for the purpose of providing 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.

ADOPTED this ____ day of _____, 2016, by the following votes:

AYES:

NOES:

ABSENT:

ABSTAIN:

I certify that under the penalty of perjury that the foregoing is a full, true and correct copy of Resolution # 2016-__.

WENDY SOMMER
Executive Director

Attachment A: Resolution Implementing Comprehensive Benchmark Service (Option 1)

**ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY
RESOLUTION #WMA 2012 – 6**

**MOVED: GREEN
SECONDED: KAPLAN**

**AT THE MEETING HELD JUNE 27, 2012
ADOPTING AN ANNUAL TIERED
BENCHMARK INFORMATION SERVICE FEE EFFECTIVE JULY 1, 2013**

WHEREAS, Disposed Waste service account holders in Alameda County are currently unable to assess opportunities to reduce waste or their bills by comparing their waste composition or weight of waste to the average or best practice waste composition or weight of waste for their class of service; and

WHEREAS, the Authority desires to provide all account holders with a disposal and diversion information service that will allow account holders to compare their waste composition or weight of waste to the average or best practice waste composition or weight of waste for their class; and

WHEREAS, the Authority is empowered to impose fees for the preparation, adoption, and implementation of the County Integrated Waste Management Plan (CoIWMP) pursuant to Section 41901 *et seq.* of the Public Resources Code and the Joint Powers Agreement (JPA) creating this Authority; and

WHEREAS, the benchmark information service fee authorized in this resolution is necessary to enable the Authority to implement and achieve the objectives and goals in the CoIWMP by providing information to account holders about the average and best practice waste composition and weight of waste for their customer class.

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

- A. Approves the fee schedule below for all Disposed Waste service accounts in Alameda County effective July 1, 2013 for the purpose of providing 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.

Account Type	Initial Annual Fee (as of July 1, 2013)
Accounts with one (1) cart of Disposed Waste service per week on an average basis	\$1.81 per year
Accounts with more than one (1) cart, but less than four (4) cubic yards, of Disposed Waste service per week on an average basis	\$7.24 per year
Accounts with four (4) cubic yards or more of	\$21.72 per year

Disposed Waste service per week on an average basis	
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- B. Requires that the foregoing fee shall be indexed by being adjusted each July 1st commencing in 2014 (to the nearest \$0.01 increment) based on the rate of inflation as determined by the change between the prior two July Consumer Price Indices for San Francisco/Oakland/San Jose for Urban Wage Earners. Beginning July 1, 2015, and as applicable each year thereafter, a one year downward adjustment shall be made each July 1st (to the nearest \$0.01 increment) by the amount of any actual revenue from the fee in excess of actual reasonable expenses for this service during the year between the 1st of July in the prior two years. This adjustment shall be made on an equal percentage basis for each fee category specified in Section A after adjusting for the change in the rate of inflation. The one year percentage downward adjustment shall be calculated by dividing excess revenue, if any, by actual revenue during the year between the 1st of July in the prior two years.
- C. Defines “Disposed Waste service account” as an account for collection of “Disposed Waste” by a “Solid Waste Enterprise” as those terms are defined in Ordinance 2009-01. However, service accounts exclusively for solid waste generated by a permitted construction or demolition project are excluded from this definition.
- D. Provides that a Disposed Waste service account will not be required to pay the foregoing fee effective the next July 1st and thereafter if that service account notifies Authority in writing or by electronic mail that it wishes to discontinue the service described in Section A of this Resolution, provided that such notice is given to Authority within 60 days after that service account first receives a written report from Authority pursuant to Section A of this Resolution.
- E. Requires that any Solid Waste Enterprise or member agency that collects payments from Disposed Waste service accounts shall also collect the fee described in Section A unless informed by Authority that an account has taken the action described in Section D of this Resolution. The annual fee for each service account as of July 1st of each year shall be pro-rated over the number of billing cycles for each service account from that July 1st until the following June 30. If an account is not billed on a regular cycle, the annual fee shall be collected during each year from each July 1st through the following June 30th at a frequency approved in writing by the Executive Director.
- F. Requires that revenue collected shall be remitted to the Authority by the 15th day of September, January, April, and July for the preceding three month period together with a report demonstrating compliance with this resolution and all applicable laws in a form acceptable to the Executive Director unless a less frequent submittal schedule is approved in writing by the Executive Director. Any fee that was due and payable in the current and previous reporting periods but is as yet uncollected shall be described in the report.
- G. Provides that if payment and the report is not received on or before the due date, it shall be deemed delinquent. If payment and report are not received by the Authority within sixty (60) days of the due date, the amount due and unpaid shall be subject to a late charge at the interest rate the Authority would have earned on such funds and the Solid Waste Enterprise or member agency failing to submit the payment and report shall reimburse the Authority for its cost to collect the payment and report. However, amounts billed but as yet uncollected through no fault of the Solid Waste Enterprise or member agency (delinquent service accounts) are not subject to a late charge.

- H. Nothing in this Resolution shall be construed to prevent Solid Waste Enterprises or member agencies from collecting their actual costs of administration of this Resolution in addition to the fee specified in Section A to the extent such administrative cost recovery is permitted under Federal, State, and Local laws and the terms of any contracts between Solid Waste Enterprises and member agencies. Nothing in this Resolution shall be construed to limit the discretion of member agencies to modify their solid waste rates to offset the financial impact on ratepayers of the fee in Section A (e.g., using rate stabilization funds to temporarily offset the financial impact until the next member agency rate adjustment cycle).
- I. If any provision of this Resolution or its application to any situation is held to be invalid, the invalidity shall not affect other provisions or applications of this Resolution which can be given effect without the invalid provision or application, and to this end the provisions of this Resolution are declared to be severable.
- J. Finds that enactment of this Resolution is not a “project” subject to the requirements of the California Environmental Quality Act, California Code of Regulations, title 21, section 15378(b)(4) because it can be seen with certainty that the information services provided will not result in a potentially significant impact on the environment; further, even if it were a “project,” it would be categorically exempt from the California Environmental Quality Act pursuant to California Code of Regulations, title 21, sections 15306 (information collection) and 15308 (actions for protection of the environment).

APPROVED BY THE FOLLOWING VOTE:


AYES: Carson, Cutter, Freitas, Green, Henson, Kaplan, Keating, Landis, Natarajan, Sullivan, Tam, West, Wile, Worthington

NOES: Biddle, Sadoff, Turner

ABSTAIN: None

ABSENT: None

I certify that under the penalty of perjury that the foregoing is a full, true and correct copy of Resolution 2012 - 6.



Gary Wolff, Executive Director

Attachment 3

Sample Benchmark Reports

How Can WE Add \$140 Million to Alameda County's economy?

HERE'S HOW:



REMOVE THIS PIECE

WHEEL

ARE YOU A SUPER SORTER?

SPIN THE

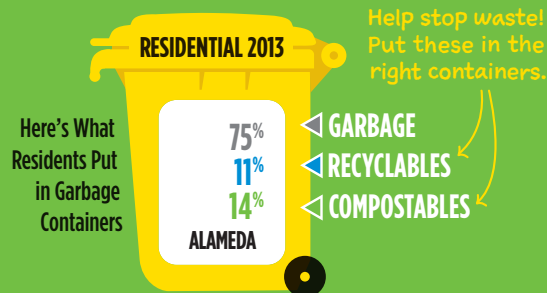


REMOVE THIS PIECE

SPIN THE WHEEL
WHAT'S IN YOUR TRASH?



Spin the wheel to find out how much good stuff we threw away in 2013.



HOW DO WE MEASURE UP?

To help communities in Alameda County achieve their recycling goals, StopWaste periodically takes a look at what's going into residential and commercial garbage containers. The yellow containers at left show the results for 2013.

How Does the Wheel Work?

Spin the wheel and look at the upper container to see the 2013 results for common business types. For example, garbage containers from light manufacturing facilities contained an average of 77% garbage (by weight), 16% recyclables and 7% compostables. To see the 2013 residential results for your community, spin the wheel until your city or sanitary district shows up in the lower container.

So How Are We Doing?

Let's face it—we're still burying too many valuable recyclable and compostable items in landfills. In 2008, garbage containers in Alameda County contained about 60% garbage and 40% recyclable and compostable items. Spin the wheel to see all the 2013 results. Please sort your garbage into the right containers and help achieve our countywide goal: By 2020, less than 10% of what's in garbage containers will be recyclable or compostable.

PLEASE SORT **BETTER**

This means putting ALL recyclable and compostable items where they belong—in the recycling and compost containers. And never mix garbage with recyclables or compostables.

Visit www.StopWaste.org for tips and more info.

➔ **SORTING BETTER** is good for the environment. A healthier environment means a brighter future for everyone.

➔ **SORTING BETTER** creates jobs. More jobs means more money spent locally, which creates even more jobs.

SORTING BETTER **GROWS OUR ECONOMY**

Did you know that every \$1 added to the local economy creates about \$2 of economic activity?* Think of it as the multiplier effect.

In 2013, Alameda County residents and businesses dumped \$70 million of recyclable and compostable items in the garbage. We can't afford to keep doing that. Keeping this good stuff out of the landfill can **BOOST THE LOCAL ECONOMY BY ABOUT \$140 MILLION EACH YEAR.**





ABOUT THIS REPORT

StopWaste is a public agency responsible for reducing waste in Alameda County. As part of a new Benchmark Service, StopWaste conducts random, anonymous measurements of what's in garbage containers in Alameda County. Every year we'll report to you what we find. That way, you'll know what's going into our landfills that shouldn't be there. Keeping recyclables and compostables out of the garbage is good for the economy and the environment. You can help simply by sorting better.

The Benchmark Service is paid for by an annual fee charged to all garbage accounts in Alameda County.

Account Size	Annual Fee
1 garbage cart/week	\$1.81
More than 1 garbage cart & less than 4 cubic yards/week	\$7.24
4+ cubic yards/week	\$21.72

If you don't want to pay the Benchmark Service fee in future years, you have until March 31, 2014 to opt out. You can opt out by completing the form at www.stopwaste.org/benchmark or by calling **1-877-786-7927**. If you opt out, you will not receive future reports.

**Open to Find
Out More**



1537 Webster Street
Oakland, CA 94612
www.stopwaste.org
510.891.6500

PRSRT STD
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Oakland, CA
Permit No. 2015



Forest Stewardship Council certified



STOPWASTE
at home • at work • at school

1537 Webster Street
Oakland, CA 94612
1-877-786-7927

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**HOW MUCH GOOD STUFF
DID RESIDENTS AND
BUSINESSES THROW
AWAY LAST YEAR?**



FIND OUT INSIDE

This report is part of the StopWaste Benchmark Service, which is funded by an annual fee charged to all garbage accounts in Alameda County. Because you are a new account holder, you have until March 31, 2015 to opt out if you do not want to pay for the Benchmark Service or receive this report in future years. To learn more or opt out, visit www.stopwaste.org/benchmark or call 1-877-786-7927.

<Name>
<Address 1>
<Address 2>
<City> <State> <Zip>

STOPWASTE
at home • at work • at school

**YOU'RE A
JUST OK
FANTASTIC
RECYCLER**

BE FANTASTIC

(See Inside)

No food scraps or recyclables in here.



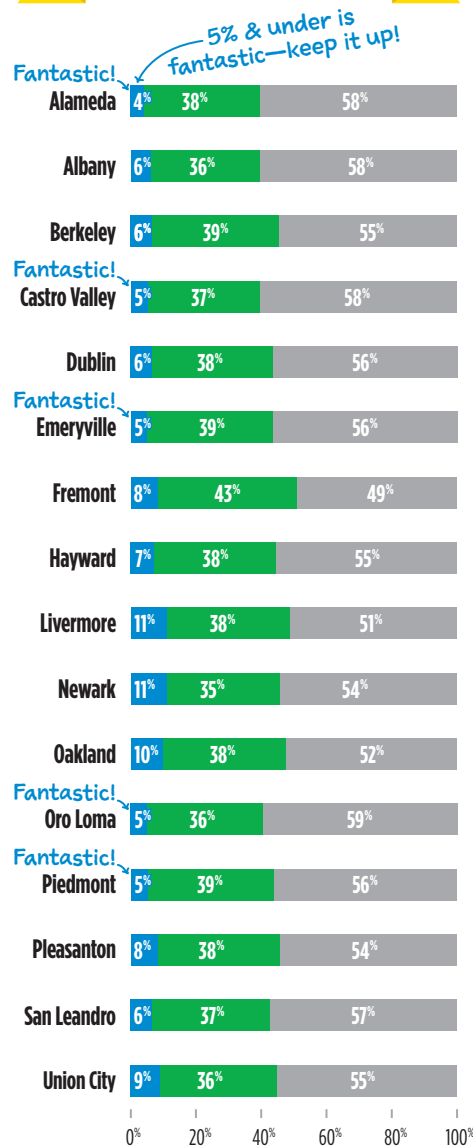
HOW MUCH GOOD STUFF IS IN YOUR GARBAGE?

Surveys show that Alameda County residents believe they are doing a great job of recycling. But the data tells a different story. Most of us are putting too much good stuff—especially food scraps and food soiled paper—in the garbage.

Countywide, 45% (by weight) of the items in residential garbage containers could have been recycled or composted. Keeping this good stuff out of the garbage—and keeping garbage out of the recycling and green containers—benefits the local economy and the environment. You can help by sorting better.

Want to measure how much good stuff you are throwing away? Learn how at stopwaste.org/benchmark.

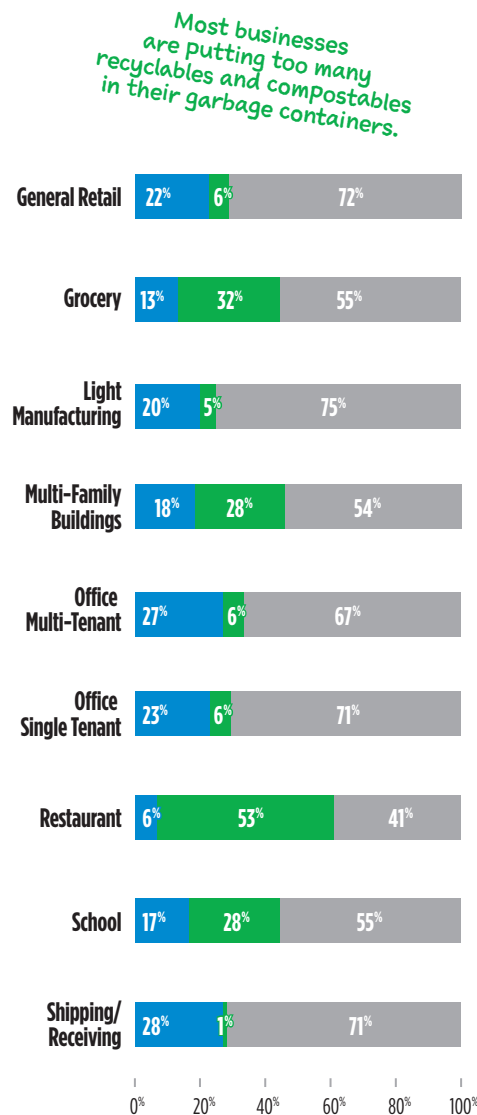
RESIDENTIAL 2014



What's in garbage containers (average, by weight)
 ■ Recyclables ■ Compostables ■ Garbage



BUSINESS 2014



What's in garbage containers (average, by weight)
 ■ Recyclables ■ Compostables ■ Garbage

Where does this data come from?

StopWaste is a public agency responsible for reducing waste in Alameda County. As part of our Benchmark Service, we periodically conduct random, anonymous measurements of what's in residential and commercial garbage containers. Then we report to you what we find.

What do the graphs show?

The blue and green bars show the average amount of recyclables and compostables we found in garbage containers in 2014. Most residents are doing a good job of keeping cans, bottles, paper and other recyclables out of the garbage. And five communities are fantastic—their garbage contained 5% or less recyclables!

Businesses and institutions are throwing away too much good stuff. (No business category is fantastic. Business types like Shipping/Receiving naturally have a low percent of compostables because they generate few food scraps.) And all communities, as well as grocery stores, restaurants and schools, could do a much better job of sorting their compostables.

BE A FANTASTIC RECYCLER. GET TIPS AT STOPWASTE.ORG/BENCHMARK



FOOD SOILED PAPER **EGGSHELLS**
OLD LEFTOVERS *DAIRY* **PIZZA BOXES**
SEAFOOD SHELLS **MOLDY BREAD**
VEGGIE TRIMMINGS **CHICKEN BONES**
COFFEE FILTERS & GROUNDS
MEAT SCRAPS
ROTTEN
FRUIT

INCLUDE
THE FOOD!

COMPOST

STOPWASTE
at home • at work • at school



HOUSEHOLDS

WE'VE PUT ON WEIGHT!

Alameda County households are gaining weight in the wrong place. The amount of food scraps, food soiled paper and yard trimmings in our garbage bins has almost doubled over the past year. Let's move the scale in the right direction by putting all that good stuff where it belongs.

Please put all your food scraps in the green bin so they can be turned into compost for farms and gardens. Compost acts like a sponge, helping soil hang onto nutrients and water — and helping us all get through the drought.

5 COMMON OBSTACLES

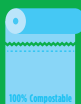
to Food Scrap Recycling... and What to Do About Them



- 1 Tempted to use the garbage disposal?**
Remember the drought! Composting saves water.



- 2 Worried about flies?**
Empty your kitchen pail into the green bin every few days.



- 3 Think food scrap recycling is yucky?**
Wrap or layer "icky" stuff with newspaper or food soiled paper. Or line the pail with a compostable plastic bag (check with your service provider — they aren't allowed in all cities).



- 4 Only have food scraps & no yard trimmings?**
If it seems messy to put just food scraps in the green bin, line the bottom with food soiled paper to absorb moisture. Or use large paper lawn & refuse bags (sold by home improvement stores).

INCLUDE THE FOOD!

- 5 Household members don't follow the rules?**
Hang this brochure on your refrigerator to remind everyone to "INCLUDE THE FOOD!"

GET MORE TIPS AT STOPWASTE.ORG/BENCHMARK

BUSINESSES

5 RECYCLING MISTAKES

...EVEN SMART BUSINESSES MAKE

- 1 Not having adequate recycling service.
- 2 Not having organics collection if required in your city.
(Organics = food scraps, compostable paper and plant debris.)
- 3 Putting recyclables or organics in the garbage.
- 4 Putting garbage in recycling or organics containers.
- 5 Not giving employees, tenants and contractors information at least annually about how and what to recycle.

Businesses:
Get free indoor
green bins!



Sorting
is the
solution!

IT'S THE LAW!

Sorting recyclables is mandatory for most businesses and multi-family properties with five or more units. And in some cities, businesses with a lot of food scraps and compostable paper are required to sort organics now or starting soon. For information on the rules or to order free indoor food scrap bins for your business, visit RecyclingRulesAC.org.

Restaurants & Grocery Stores — Step Up to the Plate!

Last year, 53% of the "garbage" thrown away by Alameda County restaurants wasn't garbage at all. It was compostable food scraps and paper. And 32% of grocery stores' "garbage" was actually compostable items. Don't risk a citation — follow the sorting rules required in your city.



**“RECYCLING FOOD WASTE AND
LANDSCAPE DEBRIS INTO COMPOST
IS A WIN-WIN PROCESS. COMPOST
HELPS OUR GARDEN’S SOIL RETAIN
MORE MOISTURE AND HELPS US GROW
HEALTHY, NUTRITIOUS FOOD.”**

DIANE DOVHOLUK,
The Garden at Wente Vineyards
Livermore, CA

LEARN MORE INSIDE



**FOOD SCRAPS
AREN'T TRASH!**



**1537 Webster Street
Oakland, CA 94612
1-877-786-7927**



Forest Stewardship Council certified



This report is part of the StopWaste Benchmark Service, which provides information to help residents and businesses in Alameda County reduce waste, boost the local economy, and get more value from our recycling programs. Find out more at www.stopwaste.org/benchmark.

<Name>
<Address 1>
<Address 2>
<City> <State> <Zip>



Dig Deep Farms in San Leandro uses compost made from local food scraps to grow healthy food.

FARMERS USE COMPOST TO IMPROVE SOIL AND GROW OUR FOOD. Look inside to find out how you can help.

PRSRST STD
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Oakland, CA
Permit No. 2015

♻️ Printed on a minimum of 30% post-consumer recycled content paper.

STOPWASTE
at home • at work • at school

1537 Webster Street
Oakland, CA 94612
1-877-786-7927

This report is part of the StopWaste Benchmark Service, which is funded by an annual fee charged to all garbage accounts in Alameda County. Because you are a new account holder, you have until March 31, 2016 to opt out if you do not want to pay for the Benchmark Service or receive the report in future years. To learn more or opt out, visit www.stopwaste.org/benchmark or call 1-877-786-7927.

<Name>
<Address 1>
<Address 2>
<City> <State> <Zip>

STOPWASTE
at home • at work • at school



INCLUDE
THE FOOD!

PUT FOOD SCRAPS IN THE GREEN BIN

KEEP THEM OUT OF THE GARBAGE

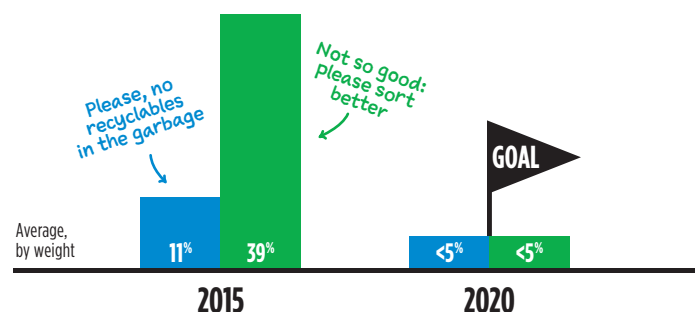
RESIDENTS

Farmers use compost to improve soil and grow healthier food for all of us. Please put all food scraps and food soiled paper in the green bin so they can be turned into compost.

CITY OF FREMONT

What's in residential garbage containers?

■ Recyclables ■ Compostables



One in 10 Fremont residents didn't put any recyclables or compostables in the garbage. They're fantastic!

Residents, more info and help at StopWaste.org/benchmark

BUSINESSES

A GOOD IDEA IS NOW THE LAW!

The Mandatory Recycling Ordinance for businesses and multi-family properties is being phased in across the county. Violators may receive citations and fines. Stay in compliance by following the recycling and composting rules in your city.



Businesses and Multi-Family Properties, more info and help at RecyclingRulesAC.org

How Are Businesses Doing?

Most businesses in Alameda County are still throwing too many recyclables and organics (food scraps and food soiled paper) in the garbage.

In 2015, the garbage containers of offices, warehouses, light manufacturing facilities and retail stores (except grocery) contained 15% or more recyclable paper and cardboard, on average. Food scraps and food soiled paper made up 26% of grocery stores' garbage containers and 47% of restaurants' garbage containers, on average. **Let's get those numbers lower in 2016!**

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April 27, 2016

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

From: Wendy Sommer, Executive Director
Pat Cabrera, Administrative Services Director

Subject: Proposed FY 2016/17 Budget

SUMMARY

This memo transmits the proposed FY2016/17 Agency Budget, which includes appropriations by the WMA, RB, and EC (Attachment A), totaling approximately \$38.4 million. The Agency's core budget is similar to FY15/16 totaling \$11.4 million. Estimated total year-end core fund balances and reserves amount to \$20.3 million. A budget presentation will be made by staff at the joint meeting on April 27, 2016. Consideration of action on the WMA and EC parts of the budget is scheduled for May 25, and consideration of action on the RB part of the budget is scheduled for June 9.

BACKGROUND

The core budget reflects projects over which the Boards have significant discretion. We have been proactively increasing our fund balances throughout the years in anticipation of declining revenues due to the end of San Francisco's disposal contract with Waste Management, Inc. Therefore, as discussed at the February 17, 2016 Authority Board meeting we are aware that we will need to use both fund balance and, as appropriate, reserves for the next few years as we work towards achieving both our programmatic and financial goals. We are pleased that our ending "core" fund balance is projected to total approximately \$8.9 million, which is about \$400,000 higher than the projections presented in February.

Additionally whereas in the past regular labor costs were included in projects wholly or partially funded from reserves, we feel that it is more appropriate to only fund hard costs and temporary help from reserve funded projects since these projects tend to be for a limited

duration. Had we followed the previous practice of funding regular labor costs from reserves, our core budget would be about \$10.9 million, half a million dollars less than last year's budget.

Our estimated year-end core fund balances and sensible use of our reserves should enable us to continue to provide beneficial services to our stakeholders, with the ultimate goal of aligning ongoing expenditures with ongoing revenues.

We are implementing some changes to the Product Decision projects as approved by both the WMA and RB Boards in March. In the fall, we will discuss further programmatic prioritization with the Board in order to most efficiently manage our resources while continuing to provide effective programs.

We will keep pursuing external funding 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 the viability of this fiscal strategy.

RECOMMENDATION

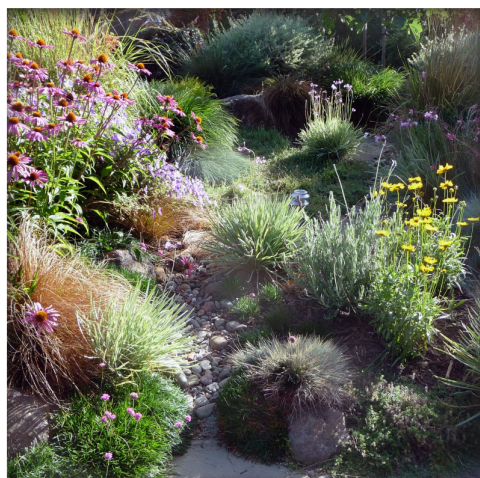
None. This item is for information only.

Attachment A: Draft Annual Budget – Fiscal Year 2016-17

Attachment A

Draft Annual Budget – Fiscal Year 2016-17

STOPWASTE



**DRAFT
ANNUAL BUDGET**

Fiscal Year 2016-17

ABOUT THE AGENCY

StopWaste is a public agency responsible for reducing waste in Alameda County. We help local governments, businesses, schools and residents with projects and initiatives that:

- Increase recycling and reduce waste
- Develop and expand markets for recycled materials
- Provide technical and implementation assistance to increase recycling
- Motivate people to make recycling and waste reduction part of their everyday routines
- Reduce energy wastes and increase community resilience to climate change

We are governed by three Boards: the Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board, and the Energy Council.

BOARD MEMBER ROSTER

WASTE MANAGEMENT AUTHORITY

County of Alameda	Keith Carson
City of Alameda	Jim Oddie
City of Albany	Peter Maass
City of Berkeley	Susan Wengraf
Castro Valley Sanitary District	Dave Sadoff
City of Dublin	Don Biddle
City of Emeryville	Dianne Martinez
City of Fremont	Suzanne Lee Chan
City of Hayward	Greg Jones, Second Vice President
City of Livermore	Laureen Turner
City of Newark	Michael Hannon
City of Oakland	Dan Kalb, First Vice President
Oro Loma Sanitary District.	Shelia Young
City of Piedmont	Tim Rood
City of Pleasanton	Jerry Pentin, President
City of San Leandro.	Deborah Cox
City of Union City	Lorrin Ellis

SOURCE REDUCTION AND RECYCLING BOARD

City of Albany	Peter Maass
City of Hayward	Greg Jones
City of Emeryville	Dianne Martinez, Second Vice President
City of Piedmont	Tim Rood, President
City of Pleasanton	Jerry Pentin
Environmental Organization	Daniel O'Donnell
Environmental Educator	Toni Stein, First Vice President
Recycling Materials Processing Industry	Bernie Larrabe
Recycling Programs	Adan Alonzo
Solid Waste Industry Representative	Michael Peltz
Source Reduction Specialist	Steve Sherman

ENERGY COUNCIL

County of Alameda	Keith Carson
City of Alameda	Jim Oddie
City of Albany	Peter Maass
City of Berkeley	Susan Wengraf
City of Dublin	Don Biddle
City of Emeryville	Dianne Martinez
City of Fremont	Suzanne Lee Chan
City of Hayward	Greg Jones, First Vice President
City of Newark	Michael Hannon
City of Oakland	Dan Kalb, President
City of Piedmont	Tim Rood
City of San Leandro	Deborah Cox
City of Union City	Lorrin Ellis, Second Vice President

TRANSMITTAL LETTER

Board Members & Constituents:

This document is the draft Integrated Budget for the Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board and the Energy Council for FY16/17.

I'm pleased to report that we remain in a fiscally sound and stable position, despite declining tonnages (which for us means a reduction in revenue). Staff's priority in preparing this budget has been to maintain the full range of quality programs that we offer to our member agencies and constituents, balanced against our financial means.

An essential practice for a budget is to establish and maintain financial reserves that provide a minimum of two months of operating expenses. This budget includes core fund balances and reserves that total \$20.3 million, which is equivalent to almost two years of our core budget. We continue to live within our means with a goal to match core expenditures with core revenues, minimizing the need to increase fees in the near future.

Another important component is to recognize and reduce unfunded liabilities. When the wind power conservation easement agreement is finalized, we will be able to make a lump sum payment to CalPERS in FY16/17 to achieve the 90% funded status level that was adopted by the WMA Board.

In the area of programs, staff performed a mid-term review and recalibration of Strategic Workplan 2020 to assess our progress, taking a thorough look at the project portfolio to determine the need to modify or course-correct programs based on results, current needs and conditions. We used the Board-approved criteria to verify whether a project aligns with Agency priorities and is an effective use of our limited resources. We value collaboration with member agencies, and we strive to reflect that in our programs by offering policy support and technical assistance. We continue to work towards our "less than 10% good stuff in landfill" aspirational goal, while adapting our day-to-day activities based on achievable goals and meaningful impacts.

We have been successful in diversifying our funding sources, and will continue to leverage our resources by pursuing external funding and strengthening our strategic partnerships.

A good budget builds on the agency's values and reflects the priorities of the organization. A priority setting session is planned in 2016, to help inform development of the FY17/18 budget.

I am very fortunate to belong to an organization charged with a laudable mission, staffed with a talented workforce and led by forward thinking Board members. Together, we can make a difference for the betterment of our community and environment.

A handwritten signature in black ink that reads "Wendy Sommer". The signature is written in a cursive, flowing style.

Wendy Sommer, Executive Director



ACKNOWLEDGEMENTS - FY 16/17 INTEGRATED BUDGET

SUBMITTED BY:

Wendy Sommer, Executive Director

Pat Cabrera, Administrative Services Director

FINANCIAL INFORMATION PREPARED BY:

Gina Peters, CFO

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DOCUMENT PREPARED BY:

Tom Padia, Deputy Executive Director

Jeff Becerra, Communications Manager

Meghan Starkey, Sr. Program Manager

Chris Ross, Designer/Developer

This proposed budget reflects the hard work of every team member, and they all deserve recognition and gratitude for their efforts.

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FINANCIAL INFORMATION

FINANCIAL INFORMATION

Agency expenditures for all projects in FY16/17 total \$38,406,436. This includes:

1. Core Budget: spending over which the Boards have significant discretion. Projects are funded by fees (see p. I-3)
2. HHW Program: implemented through Memoranda of Understanding with the County of Alameda and the City of Fremont
3. Externally funded projects: funded by grants and contracts
4. Reserve funded projects
5. Pass through projects: including mandated Measure D disbursements to member agencies, and the Recycling Board Recycled Product Purchase Preference Program (RPPP)
6. Revolving Loan Fund (RLF)

TABLE 1: AGENCY BUDGET BY CATEGORY

Category	Cost
Core Budget	\$11,444,555
HHW Program	\$6,467,992
Externally funded projects	\$14,205,230
Reserve funded projects	\$1,354,333
Pass through projects	\$4,246,857
Revolving Loan Fund	\$687,469
Total	\$38,406,436

The core budget for FY16/17 is approximately \$11.4 million, which is similar to the FY15/16 budget.

Core revenues are estimated to total approximately \$9.4 million. This amount does not include repayment to the Revolving Loan Fund, revenues equal to the County Charter mandated Measure D disbursements to member agencies and the County Charter mandated Recycled Product Purchasing Program, revenues to support the countywide HHW program, and grant and other external revenues. Solid fiscal management practices align ongoing expenditures with ongoing revenue, which should be the Agency's long-term objective. However, with the loss of San Francisco mitigation revenue we anticipate using fund balance and, as appropriate, reserves to assist us in attaining our diversion goal, while working systematically towards matching expenditures with revenues.

Based on revenue projections that we will update at least annually, we don't anticipate the need for a fee increase in the near future. Through very prudent spending these past years we have accumulated a healthy fund balance in addition to our reserves, which will provide a solid funding contingency as we work towards achieving our goals.

REVENUE

REVENUE ESTIMATES

Estimated revenue from all sources totals \$35,185,410. Revenues by source are shown in Figure 1.

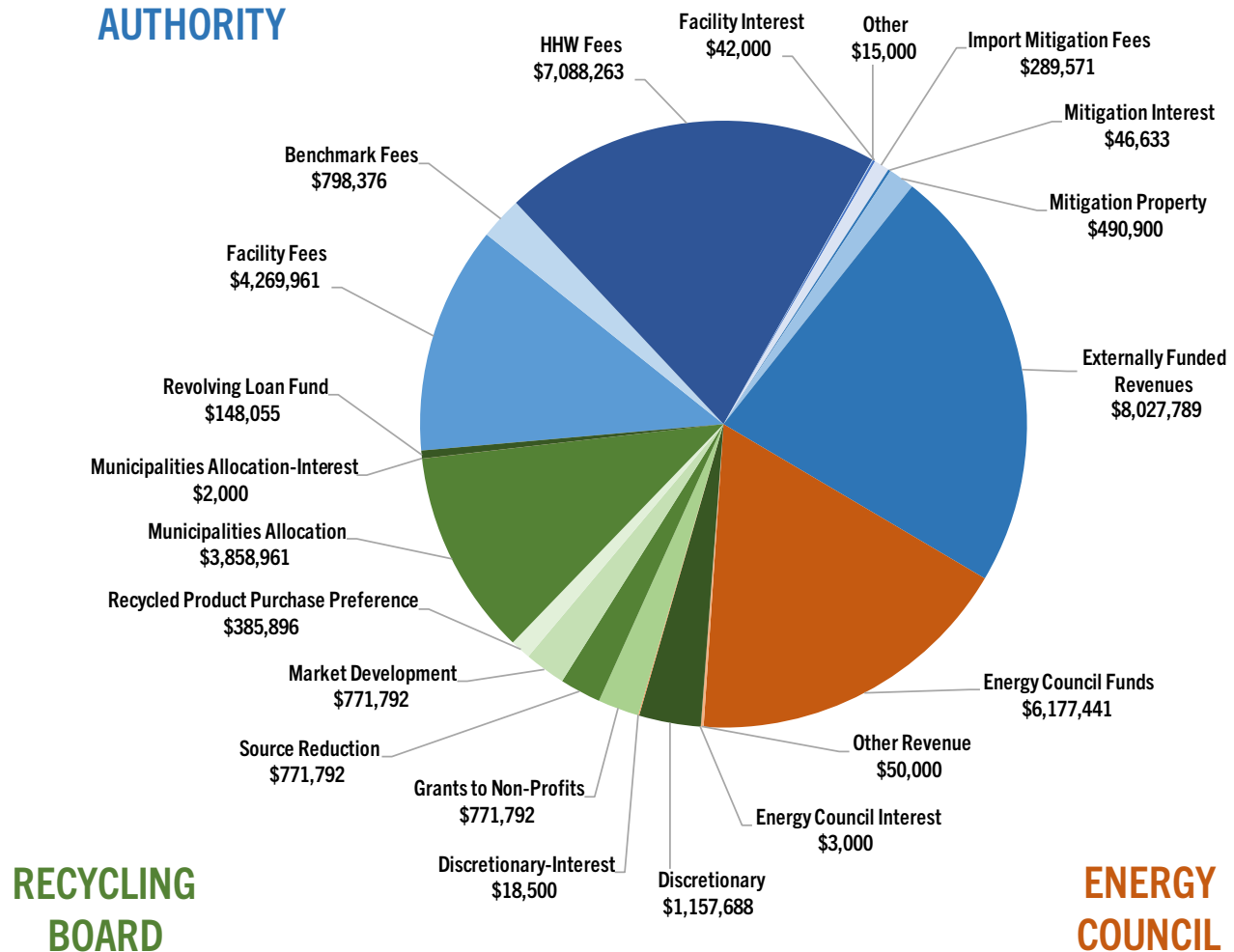
The Agency continues to supplement declining core revenues by securing external funding, which is estimated to total \$14,208,230 in FY16/17. Of this amount, \$6,180,441 is Energy Council funding. The remaining \$8,027,789 are grants to the Authority or pass-through funds, including the Used Oil Recycling and BayROC (Regional Outreach Coalition) media campaigns at \$155,000 and \$100,000 respectively; \$100,741 from the Alameda County Clean Water Program to assist with the implementation of the reusable bag ordinance; Prop. 84 grant funding for Bay-Friendly Water Efficient Landscapes Rounds II and III (\$5,965,100); Drought Response Outreach Program for Schools (DROPS) (\$1,406,948); 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.

Not included in the budget at this time is the proposed payment from NextEra for the conservation easement at our property at the Altamont hills that we estimate will total \$1.9 million. Should an agreement be reached, this payment will occur in late fall and will be included in the mid-year budget along with our recommendation to use it to pay a significant portion of the Agency's unfunded pension liability.

Revenue estimates factor in a projected 3% decline in tonnages, which is a reasonable assumption based on tonnage reductions going back to 1999. As always, staff will continue to monitor disposal trends carefully and apprise the Board of any issues or concerns at mid-year or sooner if necessary.

FIGURE 1: REVENUE BY FUNDING SOURCE

WASTE MANAGEMENT AUTHORITY



FEES

StopWaste levies various fees that help fund compliance with state and local waste reduction mandates. These fees (with the exception of the HHW fees) fund over 77% of the core budget for FY16/17.

- **Facility Fee** - \$4.34 per ton on all Alameda County solid waste landfilled within California. Funds countywide recycling, waste prevention and planning efforts.
- **HHW Fee** - \$2.15 per ton disposed. Levied, pursuant to AB 939, 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. Additionally, in 2014 the Authority Board adopted a separate HHW annual fee (currently \$8.60 per residential property unit) paid via property taxes to fund program continuation and expansion.

- **Measure D Landfill Surcharge** - \$8.23 per ton is collected on waste disposed at the Vasco Road and Altamont Landfills. About 55% is allocated to participating Alameda County municipalities for waste reduction efforts and about 45% for specified countywide waste reduction programs including grants to nonprofit organizations, administered by StopWaste.
- **Import Mitigation Fee** - \$4.53 per ton is collected on all wastes landfilled in Alameda County that originate out-of-county.
- **Benchmark Fee** - Ranges from \$1.78 to \$21.19 per solid waste collection account per year depending on account size. Funds collection of waste composition data and a report to each account holder at least once per year.

EXPENDITURES

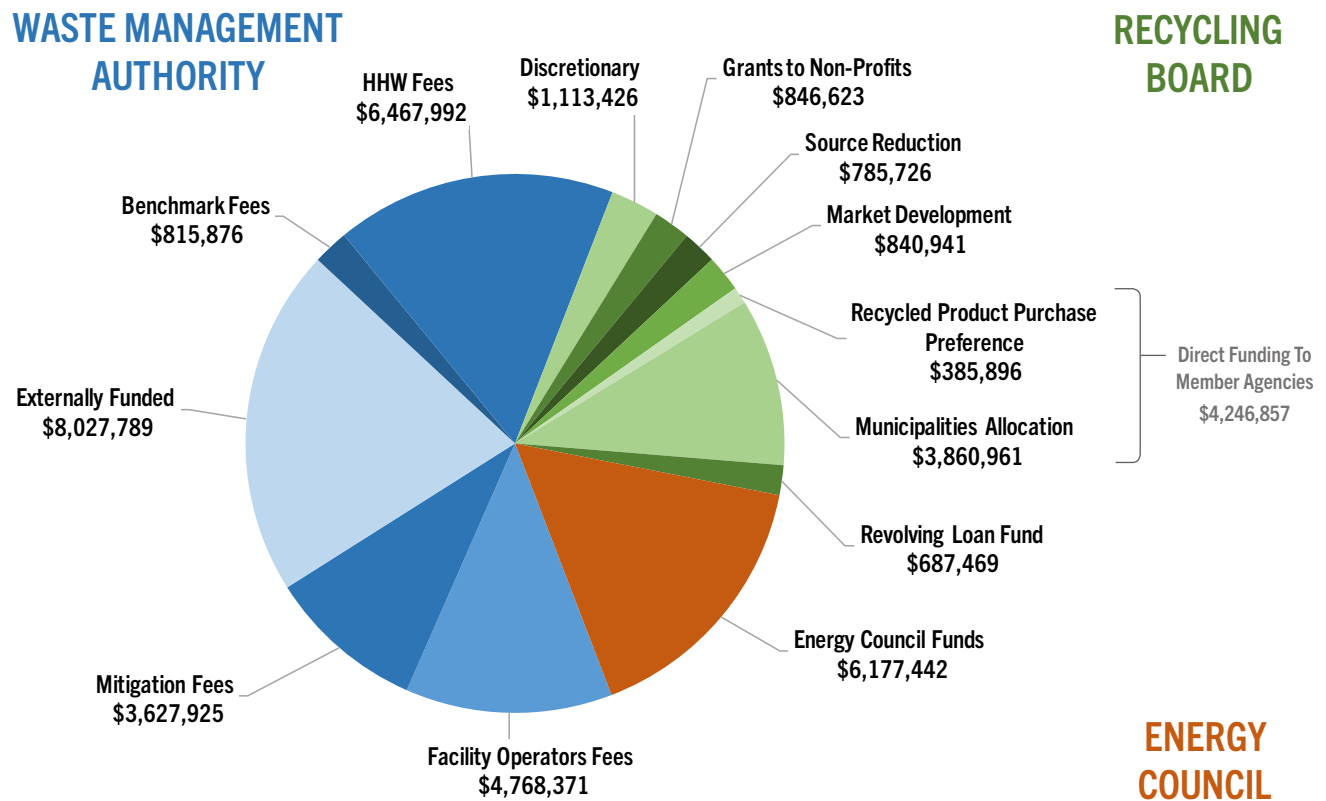
Total expenditures for all projects in FY16/17 are \$38,406,436 (WMA portion \$23,707,953; RB portion \$8,521,041, EC portion \$6,177,442). Expenditures, excluding the RLF, the Measure D disbursement and RPPP, but including reserve and externally funded projects, total \$33,472,110. Core expenditures total \$11,444,555. Direct funding to member agencies total \$4,246,857. Refer to Table 1.

Some projects are funded either entirely or in part from two specific reserves: the Organics Processing Development reserve and Product Decisions reserve. Only hard costs and temporary labor (intermittent staff) are funded from reserves. Unlike past practice, labor hours for regular employees are now fully funded from core. Had we continued the practice of funding labor hours from reserve funding (for projects funded from reserves), our core budget would have dropped to approximately \$10.9 million. However, since the reserve funded projects are only scheduled to continue for one to two years, it is more accurate to reflect ongoing labor in the core budget.

Figure 2 shows expenditures by funding source.

A listing of projects by funding source is also shown in the Financial Attachments section of the budget (pages II-1 – II-5). In addition, projects funded by the core budget are shown in Table 3 (page I-8). A breakdown of hard costs and staff (labor and overhead) is shown in the individual project charters.

FIGURE 2: EXPENDITURES BY FUNDING SOURCE



WORKFORCE RELATED

In October, 2015 the Authority Board approved postponing the employee compensation study (which is scheduled to occur every three years per the Agency’s human resources manual) and instead to adjust the salary ranges based on the most current consumer price index (CPI) as done in the past two years. This change was authorized to allow the new Executive Director the opportunity to evaluate current classification and assignments as well as to consider new or reclassified positions. To assist with this evaluation, an organizational analysis of the administrative support and finance positions was conducted as a first step in determining how to allow for greater capacity of the administrative and finance functions, provide for a more equitable distribution of workload, and increase overall efficiency.

One recommendation as a result for FY16/17 is to eliminate the .75 FTE administrative aide position (currently vacant) and replace it with a full-time administrative assistant position. This change will allow for a more diversified skill set than what was previously required of the administrative aide position and will allow for assignment of administrative support tasks such as managing correspondence, assisting with mailings, handling receptionist duties, etc. This change will create more staffing flexibility and address the Agency’s need for more clerical support.

Another workforce issue pertains to Mandatory Recycling Ordinance (MRO) implementation. This project has relied on the assistance of two intermittent positions to help with data processing of information relating to inspections and enforcement. However, continued use of intermittent positions is not the most effective way of managing these specific duties. These positions have been part of the Agency's associates program but the incumbents left once they found full-time positions elsewhere.

The work performed does require some specialized training and attention to detail. Given this turnover and the time involved to train staff for one of the Agency's core programs, hiring a full-time limited term administrative assistant would be more efficient and practical. Therefore, we are proposing approval of a three-year limited term administrative assistant position to support the MRO project and the elimination of the two intermittent positions previously assigned to the project. This three year time frame is consistent with our previous recommendation to review the site inspector positions (e.g. in-house versus contractors).

The budget includes a CPI adjustment of 3.0% to the salary ranges; however, 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 increase is determined independently of the budget) totals approximately \$163,000 (\$218,000 annualized). This amount is comprised of the adjusted salary range and the amount that would have been available under a traditional "step increase" plan.

Staff salaries and benefits total \$7,147,864 (\$4,815,568 salary and \$2,332,296 benefits) and represent about 18.6% of the Agency's total budget and about 62.5% of the core budget. (Some staff salaries are paid from revenue outside the core, so this percentage is provided for comparison only.)

UNFUNDED PENSION LIABILITY

At the February 17, 2016 WMA Board meeting the Board approved establishing a pension funded status of 90 percent. Should the conservation easement agreement with NextEra materialize, staff will request using this one-time revenue source to pay a substantial part of the unfunded liability towards the 90 percent goal. Furthermore, earlier this year the Agency made a \$600,000 payment towards its unfunded liability (UL) and in doing so reduced its annual UL payment by approximately \$45,000. The Board requested ongoing information regarding the pension UL including projected annual payments. Given that we anticipate making a substantial payment in the fall, staff will provide this information either as part of the mid-year budget or when the next CalPERS actuarial report is issued.

NON-PROJECT COSTS

We allocate overhead across all projects in proportion to labor costs rather than labor hours. We have been doing this for three years to avoid skewing total project costs by burdening those projects that may have higher hours overall, but are at a lower hourly rate. For example, in the past, projects that have a significant number of hours allocated for entry level positions would get a larger portion of overhead allocated to the project, while projects that may have larger hard costs and higher salaries, but less hours overall, would get a smaller portion of the overhead portion. This year's calculation of non-project costs is summarized in the following table.

TABLE 2: NON-PROJECT COSTS

Non Project Category	Cost
General Overhead (includes IT, HR, Accounting and Finance, contract administration, general legal assistance, insurance, facility management, etc.)	\$2,263,259
Recycling Board Administration	\$84,550
Waste Management Authority Administration	\$155,760
Leave (vacation, sick leave, holiday, etc.)	\$646,318
Other non-project hours (non-project staff meetings, time spent on general activities such as preparing evaluations, reviewing contracts, etc.)	\$186,151
Total	\$3,336,038

Labor costs in all the project charters include the non-project costs (overhead distribution) in Table 2.

TABLE 3: CORE BUDGET

	Hard Costs	Labor	Total
001020 - Landscape Services and Partnerships	\$96,000	\$429,771	\$525,771
001030 - BayROC (Bay Area Regional Recycling Outreach Coalition)	15,000	10,011	25,011
001140 - Regionalizing Bay-Friendly	13,000	30,188	43,188
001150 - Bay-Friendly Water Efficient Landscape Prop 84		72,107	72,107
001200 - Packaging	182,500	366,314	548,814
001220 - Waste Prevention: Institutional/Food Service	118,300	352,579	470,879
001250 - Waste Prevention: Reusable Bag Ordinance Implementation	51,000	69,205	120,205
001260 - Recycled Content: Compost and Mulch	256,500	441,404	697,904
001350 - Building Services and Partnerships	115,000	240,849	355,849
002020 - Schools Transfer Station Tours	206,000	396,436	602,436
002040 - Competitive Grants	273,000	131,973	404,973
002050 - Ready, Set, Recycle	579,930	747,275	1,327,205
002070 - Benchmark Report Production and Distribution	127,800	93,978	221,778
002080 - Benchmark Data and Analysis	370,000	172,969	542,969
002090 - Mandatory Recycling Implementation	937,200	1,217,938	2,155,138
002110 - Construction & Demolition Debris Recycling	31,000	160,828	191,828
002310 - Hazardous Waste	13,000	4,805	17,805
002420 - Business Assistance Supporting Activities	52,700	245,240	297,940
003210 - Property Management	90,500	70,582	161,082
003220 - Disposal Reporting	15,000	58,041	73,041
003230 - Technical Advisory Committee	2,000	42,967	44,967
003240 - Fee Enforcement	168,200	248,847	417,047
003410 - General Planning		132,089	132,089
003420 - Residential Organics Recovery Pilots		78,198	78,198
003430 - ColWMP Amendments Application		9,610	9,610
003440 - Waste Characterization Study		87,030	87,030
003460 - Five Year Audit	181,000	63,520	244,520
003470 - Standards Development	10,000	153,219	163,219
003510 - General Agency Communication	159,450	1,032,895	1,192,345
003530 - Legislation	71,500	148,107	219,607
Total	\$4,135,580	\$7,308,975	\$11,444,555

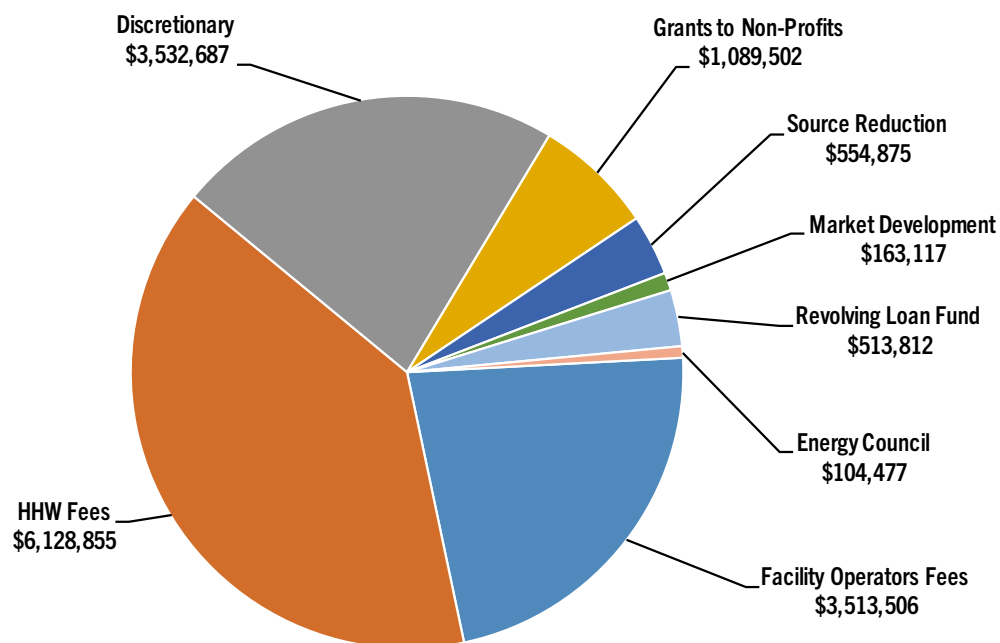
FUND BALANCES AND RESERVES

The Agency's available resources consist of both fund balances and reserves. Core fund balances are generally discretionary and can be used to help balance the budget. Reserves are funds that are set aside for specific purposes although they can also be used to fund projects particularly if those projects have a nexus to that reserve (e.g. the OPD reserve). At the end of FY 16/17 we estimate that core fund balances and reserves will total approximately \$20.3 million, which is equivalent to almost two years of our core budget.

FUND BALANCE

The Agency's fund balances available at year end (excluding the RLF) are projected to total \$15,087,020. Of this amount, the Authority fund balance is projected to total \$9,642,361 (of which \$6,128,855 are HHW fees), the Recycling Board fund balance (excluding RLF) is projected to total \$5,340,182 and the Energy Council fund balance is projected to total \$104,477. These fund balances should allow the Agency to fund core operations for the next several years as we continue to address both our programmatic and long-term fiscal goals.

FIGURE 3: FUND BALANCES AS OF JUNE 30, 2017



RESERVES

Agency reserves will total approximately \$11.4 million at the end of FY16/17. Agency reserves, including the fiscal reserve, are categorized as either contractually committed or designated and are as follows:

TABLE 4: PROPOSED RESERVES FY16/17

Contractually Committed Reserves:	
WMAC Transportation Improvement Program	\$3,441,987
Designated Reserves:	
Organics Processing Development	\$5,776,058
Pension Liability Reserve	\$100,000
Fiscal Reserve	\$2,100,000
Total	\$11,418,045

WMAC TRANSPORTATION IMPROVEMENT PROGRAM RESERVE

The Transportation Improvement Program Reserve funds contractually obligated improvements and repairs to Altamont Pass Road (as a result of waste imports from San Francisco).

ORGANICS PROCESSING DEVELOPMENT RESERVE

The Organics Processing Development (OPD) Reserve, established in 1998 for the development or advancement of in-county organics processing capacity or facilities, has a balance of \$7.1 million at the end of FY15/16. Multiple efforts to fund a facility (or partner with either a public or private entity) in Alameda County have not been successful. Given that, the Agency will allocate some portion of the OPD funds (approximately \$1.3 million) toward projects that promote increased participation in existing residential and commercial organics collection programs and to meet new laws related to organics diversion and processing capacity.

Focusing more on organics diversion is consistent with the Agency's waste reduction goals, since approximately 30% by weight of Alameda County's residential and commercial garbage is compostable organics. Additionally, there are several statewide and national initiatives focused on getting organics out of the landfill, creating additional synergies for our increased efforts on organics related projects in FY16/17.

PENSION LIABILITY RESERVE

The Pension Liability Reserve was established in 2015 to offset the Agency's unfunded pension liability

FISCAL RESERVE

The Fiscal Reserve was established to offset any declines in revenue that could occur during the year.

PRODUCT DECISIONS RESERVE

The Product Decisions Reserve, which was a designated reserve, has been closed out since the remaining funds (approximately \$23K) will be spent in FY16/17 to fund a portion of the Regionalizing Bay-Friendly project, which was previously approved by the Boards for funding through FY16/17.

MRF CAPACITY RESERVE

The Materials Recovery Facility (MRF) Capacity Reserve for Davis Street Transfer Station has been closed out as the Agency has met its contractual commitment with Waste Management, Inc. The remaining funds totaling approximately \$458,400 have been allocated to fund balance.

Estimated fund balances available and schedules of reserves are shown on pages II-6 – II-10.

FINANCIAL ATTACHMENTS

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL
Projects by Funding Source- Budget FY 16/17

	Total Cost	-----Waste Management Authority-----				-----Recycling Board-----					
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council Board	RB Discretionary	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
1000- PRODUCT DECISION:											
EXPENDITURES											
1020 Landscape Services and Partnerships	\$ 575,771		\$ 50,000					\$ 175,292		\$ 175,239	\$ 175,239
1030 BayROC (Bay Area Regional Recycling Outreach Coalition)	25,011							25,011			
1031 BayROC External Contributions	100,000		\$ 100,000								
Sub-total	700,782	-	50,000	100,000	-	-		200,303	-	175,239	175,239
1100 Bay Friendly											
1140 Regionalizing Bay Friendly	66,044										
1150 Bay-Friendly Water Efficient Landscape Prop 84 WMA	72,107	22,856		-							
1152 Bay-Friendly Water Efficient Landscape Prop 84 Round II	81,292	5,411	5,411					30,188	13,000	45,991	15,295
1153 Bay-Friendly Water Efficient Landscape Prop 84 Round III	5,883,808			81,292							
1154 Drought Response Outreach Program for Schools (DROPS)	1,406,948			5,883,808							
Sub-total	7,510,199	28,267	5,411	7,372,048	-	-		30,188	13,000	45,991	15,295
1200 Product Purchasing and Manufacturing											
1200 Packaging	548,814										
1220 Waste Prevention: Institutional/Food Service	931,279	180,141									
1250 Waste Prevention: Reusable Bag Ordinance Implementation	120,205	235,440	460,400						8,500	180,087	180,087
1251 Waste Prevention: Reusable Bag Ordinance External Contributions	100,741	120,205								235,440	
1260 Recycled Content: Compost and Mulch	732,904	232,681	35,000	100,741							465,223
Sub-total	2,433,943	768,466	495,400	100,741	-	-		-	8,500	415,526	645,309
1300 Buildings											
1347 BayREN (Bay Regional Energy Network)	5,933,314										
1348 PG&E Local Government Partnership	96,230										
1349 Energy Council Incubator	147,898										
1350 Building Services and Partnerships	355,849	323,349							32,500		
Sub-total	6,533,291	323,349	-	-	-	-		-	32,500	-	-
Total Product Decisions											
\$	17,178,215	1,120,082	550,811	7,572,789	-	-		230,491	54,000	636,757	\$ 835,844

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL
Projects by Funding Source- Budget FY 16/17

	Total Cost	Waste Management Authority					Energy Council Board	Recycling Board							
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees		RB Discretionary	RB Grants to Non-Profit	RB Source Reduction	RB Market Development				
2000-DISCARD MANAGEMENT															
2020 Schools Transfer Station Tours	\$ 602,436	301,218						301,218	394,973						
2040 Competitive Grants	404,973	10,000													
2050 Ready, Set, Recycle	1,327,205	581,717	163,772												
2070 Benchmark Report Production and Distribution	221,778				221,778										
2080 Benchmark Data and Analysis	542,969				542,969										
2090 Mandatory Recycling Implementation	2,155,138	375,687	1,779,451												
Sub-total	5,254,499	1,288,622	1,943,223	-	764,747	-	-	882,935	394,973	-	-				
2100 Processing Facilities															
2110 Construction & Demolition Debris Recycling	191,828		186,731												5,097
Sub-total	191,828	-	186,731	-	-	-	-	-	-	-	-				5,097
2300 Hazardous Waste															
2310 Hazardous Waste	17,805	17,805													
2311 Used Oil Recycling Grant	155,000			155,000											
2312 Household Hazardous Waste Facilities	6,467,992					6,467,992									
Sub-total	6,640,797	17,805	-	155,000	-	6,467,992		-	-	-	-				
2400 C/I/I Collections (Commercial /Industrial/Institutional)															
2420 Business Assistance Supporting Activities	553,517	148,970	255,578										148,970		
Sub-total	553,517	148,970	255,578	-	-			-	-	-	-	148,970			
Total Discard Management	\$ 12,640,641	1,435,396	2,385,532	155,000	764,747	6,467,992	-	882,935	394,973	148,970	\$	5,097			

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL
Projects by Funding Source- Budget FY 16/17

	Waste Management Authority					Energy Council Board					Recycling Board				
	Total	Cost	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		161,082		161,082											
3220 Disposal Reporting		73,041	21,912			51,129									
3230 Technical Advisory Committee		44,967	44,967												
3240 Fee Enforcement		417,047	417,047												
Sub-total		696,137	483,926	161,082		51,129									
3400 Planning															
3410 General Planning		162,089													
3420 Residential Organics Recovery Pilots		178,198	132,089	30,000											
3430 ColWMP Amendments Application		9,610	78,198	100,000											
3440 Waste Characterization Study		487,530	9,610							87,030					
3460 Five Year Audit		244,520		400,500						244,520					
3470 Standards Development		163,219	163,219												
Sub-total		1,245,166	383,116	530,500						331,550					
3500 Agency Communications															
3510 General Agency Communication		1,192,344	1,156,244							36,100					
3530 Legislation		219,607	189,607							30,000					
Sub-total		1,411,951	1,345,851							66,100					
Total Communication, Administration, Planning		\$ 3,653,254	2,212,893	691,582	300,000	51,129				397,650					
Total Project Expenditures**		\$ 33,472,110	4,768,371	3,627,925	8,027,789	815,876	6,467,992	6,177,442	1,113,426	846,623	785,726	\$ 840,941			
** Total Project expenditures include:															
Salaries		\$4,815,568													
Benefits		\$2,332,296													
Core Budget		\$11,444,555													
AND Core Revenues equal \$9,432,005															

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL
Projects by Funding Source- Budget FY 16/17

	Waste Management Authority					Energy Council Board					Recycling Board			
	Total	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	\$ 798,376				798,376	7,088,263	6,177,441							
HHW Fees	7,088,263													
Energy Council	6,177,441													
Tonnage revenues	8,032,596	4,269,961	289,571											
Interest	110,133	30,000	46,633											
Externally funded revenues	8,027,789			8,027,789										
Property and Other revenues	555,900	15,000	490,900											
Total revenues	\$ 30,790,498	4,314,961	827,104	8,027,789	798,376	7,100,263	6,230,441	1,176,188	771,792	771,792	771,792	\$ 771,792		
TRANSFERS														
Transfer remaining MRF reserve to fund balance(close out)	\$ 93,401		93,401											
From OPD Reserve to fund Landscape Serv. & Partnership project (1020)	50,000		50,000											
From OPD Reserve to fund Wst. Prevent-Inst./Food Service (1220)	460,400		460,400											
From OPD Reserve to fund Recycl. Content/Compost and Mulch (1260)	35,000		35,000											
From OPD Reserve to fund Bus. Assistance Supporting Activities (2420)	255,578		255,578											
From OPD Reserve to fund General Planning (3410)	30,000		30,000											
From OPD Reserve to fund Residential Organics Recovery Pilots (3420)	100,000		100,000											
From OPD Reserve to fund Waste Characterization Study (3440)	400,500		400,500											
From Product Decisions Reserve to fund Region. Bay-Friendly (1140)	22,856	22,856												
Total Net Transfers	\$ 1,447,735	\$ 22,856	\$ 1,424,879	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FUND BALANCE														
Beginning fund balance 7/1/16	\$ 15,594,598	\$ 3,812,966	\$ 889,854	\$ -	\$ -	\$ 5,496,584	\$ 51,478	\$ 3,449,145	\$ 1,135,178	\$ 551,081	\$ 208,312	\$ 208,312	\$ 23,954	\$ 23,954
Closed contracts	361,299	131,094	121,088		17,500			20,780	29,155	17,728				
Estimated unspent FY 15/16 MRF allocation	365,000		365,000											
Adjusted Beginning fund balance 7/1/16	\$ 16,320,897	\$ 3,944,060	\$ 1,375,942	\$ -	\$ 17,500	\$ 5,496,584	\$ 51,478	\$ 3,469,925	\$ 1,164,333	\$ 568,809	\$ 232,266	\$ 232,266	\$ 232,266	\$ 232,266
AVAILABLE FUNDING	\$ 48,559,130	\$ 8,281,877	\$ 3,627,925	\$ 8,027,789	\$ 815,876	\$ 12,596,847	\$ 6,281,919	\$ 4,646,113	\$ 1,936,125	\$ 1,340,601	\$ 1,004,058	\$ 1,004,058	\$ 1,004,058	\$ 1,004,058
Less: Project Expenditures	\$ (33,472,110)	\$ (4,768,371)	\$ (3,627,925)	\$ (8,027,789)	\$ (815,876)	\$ (6,467,992)	\$ (6,177,442)	\$ (1,113,426)	\$ (846,623)	\$ (785,726)	\$ (840,941)	\$ (840,941)	\$ (840,941)	\$ (840,941)
ENDING FUND BALANCE	\$ 15,087,020	\$ 3,513,506	\$ 0	\$ -	\$ 0	\$ 6,128,855	\$ 104,477	\$ 3,532,687	\$ 1,089,502	\$ 554,875	\$ 163,117	\$ 163,117	\$ 163,117	\$ 163,117

WASTE MANAGEMENT AUTHORITY & SOURCE REDUCTION AND RECYCLING BOARD & ENERGY COUNCIL
Projects by Funding Source- Budget FY 16/17

	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
ADJUSTED ENDING FUND BALANCE	\$ 3,513,506	\$ 0	\$ 0	\$ 0	\$ 6,128,855	\$ 104,477	\$ 3,532,687	\$ 1,089,502	\$ 554,875	\$ 163,117
OTHER PROJECTS:										
Revolving Loan (RLF): (Project 2030)										
Beginning fund balance	\$ 1,053,226									
Revenues	21,667									
Loan Repayment	126,388									
Project cost (loans and expenses)	(687,469)									
Ending fund balance	\$ 513,812									
RB Municipalities (Measure D 50%) (Project 2220)										
Beginning fund balance	\$ -									
Revenues	3,860,961									
Project cost	(3,860,961)									
Ending fund balance	\$ -									
Recycled Product Purchase Preference Meas. D 5% (proj. 1210)										
Beginning fund balance	\$ -									
Revenues	385,896									
Project cost	(385,896)									
Ending fund balance	\$ -									
Total project cost including other projects	\$ 38,406,436									
Total revenues including other projects	\$ 35,185,410									

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.
 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
 HHW= HHW fees of \$2.15 per ton and \$8.60 per residential unit.

**WASTE MANAGEMENT AUTHORITY
FUND BALANCES AVAILABLE
FISCAL YEAR 2016-2017 BUDGET**

<i>FUND NAME</i>	<i>WMA</i>	<i>RESTATE D BEG. FUND BALANCE JULY 1, 2016</i>	<i>ADJUST- MENTS</i>	<i>RESTATE D BEG. FUND BALANCE JULY 1, 2016</i>	<i>PROJECTED REVENUE</i>	<i>PROJECTED APPROPRIA- TIONS</i>	<i>TRANSFERS</i>	<i>FUND BALANCE JUNE 30, 2017</i>
Facility Operators Fee		\$ 3,812,966	\$ 131,094 (a)	\$ 3,944,060	\$ 4,314,961	\$ (4,768,371)	\$ 22,856 (b)	\$ 3,513,506
Benchmark Fees		-	17,500 (a)	17,500	798,376	(815,876)		-
Externally Funded		-			8,027,789	(8,027,789)		-
Mitigation		889,854	121,088 (a) 365,000 (c)	1,375,942	827,104	(3,627,925)	1,331,478 (d) 93,401 (e)	-
HHW Fees		5,496,584		5,496,584	7,100,263	(6,467,992)		6,128,855
Authority Total		<u>\$ 10,199,404</u>	<u>\$ 634,682</u>	<u>\$ 10,834,086</u>	<u>\$ 21,068,493</u>	<u>\$ (23,707,953)</u>	<u>\$ 1,447,735</u>	<u>\$ 9,642,361</u>

- (a) Closed contracts.
(b) Transfer from Product Decisions Reserves (close out reserves).
(c) Estimated unspent FY 15/16 MRF allocation.
(d) Transfer from Organics Processing Development (OPD) reserves.
(e) Transfer from MRF Capacity Expansion-Davis Street (MRF) Reserves (close out MRF reserves).

**ALAMEDA COUNTY SOURCE REDUCTION AND RECYCLING BOARD
FUND BALANCES AVAILABLE
FISCAL YEAR 2016-2017 BUDGET**

<i>FUND NAME</i>	<i>RB</i>	RESTATE BEG. FUND BALANCE JULY 1, 2016	ADJUST- MENTS	RESTATE BEG. FUND BALANCE JULY 1, 2016	PROJECTED REVENUE	PROJECTED APPROPRIA- TIONS	TRANSFERS	ESTIMATED FUND BALANCE JUNE 30, 2017
RECYCLING BOARD		% **						
Discretionary****		15%	\$ 3,449,145	20,780 (a)	3,469,925	1,176,188	(1,113,426)	\$ 3,532,687
Grants to Non-Profits		10%	1,135,178	29,155 (a)	1,164,333	771,792	(846,623)	1,089,502
Source Reduction		10%	551,081	17,728 (a)	568,809	771,792	(785,726)	554,875
Market Development		10%	208,312	23,954 (a)	232,266	771,792	(840,941)	163,117
Recycled Prod. Purch. Prefer.		5%	-	-	-	385,896	(385,896)	0
Municipalities Allocation		50%	-	-	-	3,860,961	(3,860,961)	0
Recycling Board Total			<u>\$ 5,343,716</u>	<u>91,617</u>	<u>5,435,333</u>	<u>7,738,421</u>	<u>(7,833,573)</u>	<u>\$ 5,340,181</u>
Revolving Loan			<u>\$ 1,053,226</u>		<u>1,053,226</u>	<u>148,055</u>	<u>(687,469)</u>	<u>\$ 513,812</u>

** 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.

(a) Closed contracts.

**ENERGY COUNCIL
FUND BALANCES AVAILABLE
FISCAL YEAR 2016-2017 BUDGET**

	BEG. FUND BALANCE JULY 1, 2016	ADJUST- MENTS	BEG. FUND BALANCE JULY 1, 2016	PROJECTED REVENUE	PROJECTED APPROPRIA- TIONS	TRANSFERS	FUND BALANCE JUNE 30, 2017
Energy Council	\$ 51,478		\$ 51,478	6,230,441	(6,177,442)		\$ 104,477
<i>Energy Council Total</i>	<u>\$ 51,478</u>	<u>0</u>	<u>51478</u>	<u>\$ 6,230,441</u>	<u>\$ (6,177,442)</u>	<u>-</u>	<u>\$ 104,477</u>

WASTE MANAGEMENT AUTHORITY
SCHEDULE OF RESERVES
FISCAL YEAR 2016-2017 BUDGET

<i>DESCRIPTION</i>	WMA			
	<i>BALANCE JULY 1, 2016</i>	<i>TRANSFERS IN</i>	<i>TRANSFERS OUT</i>	<i>BALANCE JUNE 30, 2017</i>
DESIGNATED RESERVES				
ORGANICS PROCESSING DEVELOPMENT	\$ 7,107,536		\$ (1,331,478)	\$ 5,776,058
DIVERSION PROJECT: PRODUCT DECISIONS	22,856		(22,856)	-
PENSION LIABILITY RESERVE	100,000			100,000
FISCAL RESERVE	1,405,019			1,405,019
<i>Sub-total</i>	8,635,411	-	(1,354,334)	7,281,077
CONTRACTUALLY COMMITTED RESERVES				
DIVERSION PROJECT: MRF CAPACITY EXPANSION-DAVIS STREET	93,401		(93,401) (a)	-
WMAAC TRANSPORTATION IMPROVEMENT PROGRAM (TIP)	3,441,987			3,441,987
<i>Sub-total</i>	3,535,388	-	(93,401)	3,441,987
Total	\$ 12,170,799	\$ -	\$ (1,447,735)	\$ 10,723,064

(a) Close out -transferred to fund balance.

ALAMEDA COUNTY SOURCE REDUCTION AND RECYCLING BOARD
SCHEDULE OF RESERVES
FISCAL YEAR 2016-2017 BUDGET

<i>DESCRIPTION</i>	RB			
	<i>BALANCE JULY 1, 2016</i>	<i>TRANSFERS IN</i>	<i>TRANSFERS OUT</i>	<i>BALANCE JUNE 30, 2017</i>
FISCAL RESERVE	\$ 694,981			\$ 694,981
Total	<u>\$ 694,981</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 694,981</u>

PROGRAM OVERVIEW

PROGRAM OVERVIEW

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 3 provides a list of projects included in the core (page I-8). The core excludes projects over which we do not have significant spending discretion: the Revolving Loan Fund (RLF), Measure D disbursements, the Recycling Board Recycled Product Purchase Preference Program (RPPP), about \$14.2 million of grant or other external funding that we expect to receive, and the countywide household hazardous waste (HHW) program.

Internally, the Agency is organized into three program groups. Some highlights of activities within these program groups are listed below.

PRODUCT DECISIONS

Following the mid-point assessment of the Agency’s Strategic Plan 2020, some changes are being made to Product Decisions (PD) projects in order to maximize efficiency and continue to pursue the most effective strategies to influence decisions about what to manufacture, offer for sale, or purchase in Alameda County. PD emphasizes strategies at the top of the reduce, reuse, recycle and rot hierarchy, preventing generation of waste and supporting markets for products developed with recycled content materials. Highlights for FY16/17 are as follows:

ORGANICS PRIORITY

This is an area of increased emphasis given the high concentration of organics in the waste stream. Projects under this priority are broken out into two areas: food waste, and compost and mulch.

FOOD WASTE

- Support food waste prevention and recovery in commercial and institutional food service operations through food waste tracking technology, prevention tools and training, and recovery of surplus food for donation.
- Work with school districts to pilot and/or launch districtwide food share and food donation programs to recover and redistribute K-12 edible surplus food.
- Develop a countywide consumer education campaign to increase awareness and engagement with food waste reduction strategies and tools, leveraging regional and national efforts to change social norms. This campaign builds on EPA’s research for the “Food Too Good To Waste” toolkit, and leverages the Ad Council’s recently launched national food waste prevention campaign.

- Evaluate where the gaps and infrastructure needs exist in recovering and redistributing edible surplus food in Alameda County. This builds on a successful food rescue capacity project in Santa Clara County.

COMPOST & MULCH

- Improve the market for local recycled bulk compost and mulch among landscape professionals, member agency staff, schools, and home gardeners by providing education and incentives for sheet mulching and other compost applications.
- Continue the review and support of codes and standards that promote or fund the use of organics to help sequester carbon and improve soil and watershed health.
- Support landscape professionals and member agency staff implementation of the new Water Efficient Landscape Ordinance (WELO) via trainings and technical assistance.
- Support ReScape California, which is the statewide non-profit organization based on Bay-Friendly principles and materials.

PACKAGING PRIORITY

In order to improve internal efficiency, three projects—Reusable Transport Packaging, Food Service Ware, and Packaging Life Cycle Analysis and Labeling—will be combined into one new Packaging project offering education, technical assistance, and financial support to organizations for their efforts to prevent, reuse, and improve the recyclability of packaging materials manufactured, sold, and discarded in Alameda County. This priority area also includes the Reusable Bag Ordinance project.

- Amend the Reusable Bag Ordinance to include all retail stores and restaurants and implement the expanded ordinance, with a phase-in approach for restaurants.
- Promote and incentivize reusable packaging as a preferable alternative to single-use disposables for both food service ware and commercial transport packaging.

BUILT-ENVIRONMENT PRIORITY

This priority area addresses the impacts of materials management by influencing the design, construction and maintenance of the built environment. This includes green building, climate-action planning, and Energy Council activities. The majority of projects in the Built Environment priority area are funded by external grants and contracts. Core-funded Agency activities are shifting away from a retail focus towards upstream standard-setting and market development opportunities.

- Continue codes and standards development and technical advocacy efforts, to support policy changes that result in increased recycling of materials and resources throughout the built environment.

- Partner with building industry organizations to ensure that materials management issues are addressed in current research, rating systems and other market transformation tools.
- Provide technical and policy assistance to member agencies and support local climate action planning/implementation.
- Continue existing energy efficiency programs and pursue new funding opportunities and pilot projects in overcoming barriers to fuel switching and developing community-scale grid solutions, consistent with the Energy Council priority program areas for 2016-18.

DISCARDS MANAGEMENT

Discards Management includes projects that influence decisions about what to do with products at the end of their useful lives – how to collect, process, recycle, reuse, dispose, or otherwise manage them. These projects include Ready Set Recycle, the Agency’s primary means of improving recycling in the residential sector, and Mandatory Recycling Ordinance implementation for the commercial sector.

- Offer free indoor food scrap bins to eligible businesses and multi-family properties, and develop new tools/toolkits for selected high-organics generating business sectors. Continue business recognition activities and work with priority partner school districts.
- Produce organics-related communication resources for specific commercial and MF sectors. Work will include development of flyers, signage, videos, guides, etc.
- Provide no-cost tours for school children at the Davis Street and Fremont Recycling and Transfer Stations.
- 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.
- Conduct data collection and analysis to assess recycling performance of single family, multi-family and commercial accounts in Alameda County. Produce a report that tracks community and business type progress toward the goal of having less than 10 percent readily recoverable material in the garbage by 2020. Report to be delivered in July 2017.
- 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.
- Promote increased participation at HHW facilities and public drop-off events, and partner with Our Water Our World and PaintCare to promote HHW alternatives messaging.
- Continue other member agency support activities such as the Measure D disbursements.
- Offer low-interest loans and grants to qualified nonprofit entities and businesses that promote diversion and/or the development of recycled content products.

COMMUNICATIONS, ADMINISTRATION AND PLANNING

The CAP Group supports the organization through Agencywide and broad audience communication programs such as the Agency website and the RecycleWhere search tool. It includes legislation and planning functions, and special projects (some of which are described below). The CAP Group provides functions that help the Agency run smoothly such as Human Resources, Information Technology and Finance.

- Conduct a study to help determine countywide organics processing capacity to assist member agencies in complying with AB 876.
- Assist one or more member agencies with residential organics recovery pilots, which test alternate week residential garbage collection and other means to increase diversion of compostables in the green cart. Design of any new pilots will await results from ones currently underway.
- Conduct a waste characterization study. While benchmark audits to date have provided good data on residential trash, data for commercial business types has not been adequate to extrapolate to the entire commercial, industrial, institutional and self-haul sectors. The study will examine solid waste disposal in the county, including an understanding of generators and their behaviors. Results will be used to evaluate progress towards agency goals, guide programmatic efforts and, to the extent possible, measure the effect of programs.
- Produce quarterly electronic newsletters to keep stakeholders up to date on key Agency activities.
- Represent Agency priorities at the state level via legislative and regulatory processes. Continue to monitor and analyze legislation with an emphasis on extended producer responsibility, organics processing, environmentally preferable purchasing, actions that amend the California Integrated Waste Management Act, and other legislation affecting residents, businesses and partners in Alameda County (e.g., member agencies).
- Provide member agency support through disposal tracking and reporting.
- Oversee the Authority owned parcels in the Altamont Hills, including managing and negotiating leases, licenses and wind power agreements.
- Continue enforcement of facility fee collection.

The project charters (Section IV) provide details for each project, including prior year accomplishments, objectives and targets for FY16/17, and project budgets.

PROJECT CHARTERS

LANDSCAPE SERVICES AND PARTNERSHIPS

Project #: 001020
Project Manager: Teresa Eade

DESCRIPTION

Supports sustainable landscape implementation countywide in partnership with member agencies. Provides technical assistance, grants, and trainings to member agencies and partners. Supports innovative sustainable landscaping policies and standards. Implements strategic workplan goal that 90% of permitted projects in the county meet Bay-Friendly Landscape standards. Also supports Product Decisions material targets of compost and mulch.

FY15/16 ACCOMPLISHMENTS

- Increased Bay-Friendly Rated Landscapes to 56 within Alameda County, covering 248 acres and using approximately 11,500 tons of recycled compost and mulch.
- Provided technical assistance to 22 landscape projects.
- Awarded three grants for approximately \$20,000 to member agencies.
- Provided 42 scholarships to member agency staff to become Bay-Friendly Qualified Professionals, for a total of 320 agency staff trained to date.
- Sent four landscape e-news updates to 300+ member agency staff contacts.
- Created two new case studies on landscape success stories.
- Monitored and commented on the New Model Water Efficient Landscape Ordinance (WELO) for the State of California.
- Updated the Bay-Friendly Landscape Scorecard and Rating Manual Version 4 to align with new WELO requirements in water budgeting and compost incorporation, affecting 20 practices and 12 tools.
- Worked in partnership with the Governor's office, the California Department of General Services, Californians Against Waste, the California Compost Coalition and others to demonstrate sheet mulch lawn conversion on the East Lawn of the State Capitol.
- 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.

FY16/17 ACTIVITIES

- Provide member agencies or partners a total of four grants for sheet mulch or Bay-Friendly Rated landscape projects.
- Provide technical assistance to 15 landscape projects seeking to use sheet mulch or to meet the Bay-Friendly landscape standard.
- Support member agency implementation of WELO.
- Create two new landscape case studies and update webpages.
- Provide Bay-Friendly and sustainable landscape training opportunities, scholarships and memberships to member agency staff.
- Create menu of comprehensive member agency services for building and landscapes for easier access and promotion.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$146,000	\$429,771	\$575,771	1.45

FUNDING SOURCE, FY16/17

<u>(24) Mitigation</u>	<u>(31) RB Discretionary</u>	<u>(33) RB Source Reduction</u>	<u>(34) RB Market Development</u>
\$50,000	\$175,292	\$175,239	\$175,239

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.

FY15/16 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.

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$15,000	\$10,011	\$25,011	0.04

FUNDING SOURCE, FY16/17

(31) RB Discretionary

\$25,011

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.

FY15/16 ACCOMPLISHMENTS

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

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$100,000	\$0	\$100,000	0.00

FUNDING SOURCE, FY16/17

(22) Externally Funded

\$100,000

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 ReScape California, the statewide outreach based on Bay-Friendly principles and materials.

FY15/16 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.

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$35,000	\$31,044	\$66,044	0.09

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(31) RB Discretionary</u>	<u>(32) RB Grant to Non Profit</u>
\$22,856	\$30,188	\$13,000

BAY-FRIENDLY WATER EFFICIENT LANDSCAPE PROP 84

Project #: 001150
Project Manager: Teresa Eade

DESCRIPTION

Provides administrative support for Prop 84 grant funded projects related to Agency goals in regionalizing Bay-Friendly landscape standards and trainings and Product Decisions Targets for Compost and Mulch. Supports the Energy Council's goal for water and energy nexus projects. Participates in the Bay Area Integrated Regional Planning group with water agencies, flood control agencies, watershed, habitat based non-profits and resource conservation districts.

FY15/16 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 for more Bay-Friendly trainings in Alameda County and the Bay Area. Implemented contract with the Bay-Friendly Coalition and submitted quarterly reports to ABAG per grant requirements.
- Began implementation of Prop 84, Round III funds. 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.

FY16/17 ACTIVITIES

- Seek Prop 1 funding for sustainable landscaping programs as appropriate, in support of agency priorities for compost and mulch targets and for the Energy Council's priorities on the energy and water nexus.
- 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.
- Support implementation of Prop 84 Rounds II and III (see Projects 1152 and 1153 for more detail).

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$0	\$72,107	\$72,107	0.28

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(24) Mitigation</u>	<u>(33) RB Source Reduction</u>	<u>(34) RB Market Development</u>
\$5,411	\$5,411	\$45,991	\$15,295

BAY-FRIENDLY WATER EFFICIENT LANDSCAPE PROP 84 ROUND II

Project #: 001152

Project Manager: Lisa Pontecorvo

DESCRIPTION

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 promote lawn removal rebates provided by water agencies. This project directly supports Product Decisions targets for compost and mulch.

FY15/16 ACCOMPLISHMENTS

- Submitted quarterly progress reports and invoices to ABAG detailing the Coalition work completed to date.
- Contracted with the Bay-Friendly Coalition to deliver 15 Home Gardener Lose Your Lawn events and six Landscape Professional Trainings.

FY16/17 ACTIVITIES

- Contract with Bay-Friendly Coalition to deliver 20 Home Gardener events, ten Professional trainings, five staff trainings at nurseries and 2,000 plant pocket guides.
- Manage contract with the Bay-Friendly Coalition and provide quarterly reporting, invoicing and program evaluation of Round II grant funding.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$65,500	\$15,792	\$81,292	0.10

FUNDING SOURCE, FY16/17

(22) Externally Funded

\$81,292

BAY-FRIENDLY WATER EFFICIENT LANDSCAPE PROP 84 ROUND III

Project #: 001153

Project Manager: Lisa Pontecorvo

DESCRIPTION

Administers the Prop 84 Bay Area Regional Drought Relief Conservation Program on behalf of a team of 12 participating agencies. ABAG received a total of \$32 million, of which the Bay Area Regional Drought Relief Conservation Program will receive \$6.0 million, of which \$5.7 million is pass through to water agencies for rebates.

FY15/16 ACCOMPLISHMENTS

- Reviewed Local Project Sponsor Agreement between ABAG and WMA.
- Executed Memorandum of Understanding (MOU) with eleven participating water agencies in the Conservation Project.
- Executed contract with BKi for grant administration services.
- Met with ABAG and other local project sponsors in the IRWM Drought Round (Round III).
- Communicated with all water agencies and convened in-person meeting on grant reporting requirements and invoicing.

FY16/17 ACTIVITIES

- Administer DWR Prop 84 IRWM Drought Round (Round 3) Grant and reporting on behalf of 12 participating agencies.
- 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.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$5,826,500	\$57,308	\$5,883,808	0.34

FUNDING SOURCE, FY16/17

(22) Externally Funded

\$5,883,808

DROPS (DROUGHT RESPONSE OUTREACH PROGRAM FOR SCHOOLS)

Project #: 001154

Project Manager: Cassie Bartholomew

DESCRIPTION

The Drought Response Outreach Program for Schools (DROPS) grant will focus on implementing stormwater measures at four campuses in Oakland and Piedmont Unified School Districts. K-12 Students, teachers, parents, volunteers and landscape professionals will collaborate to design and implement Low Impact Design (LID) strategies to reduce stormwater entering the San Francisco Bay watershed, while improving school grounds and building opportunities for teaching and learning in the schoolyard.

FY15/16 ACCOMPLISHMENTS

This is a new project.

FY16/17 ACTIVITIES

- Develop stormwater curriculum for Kindergarten-5th grade Student Action Project and 6th-12th grade StopWaste Ambassador Program.
- Engage Castlemont High, Piedmont High, Manzanita Seed & Community and Melrose Leadership Academy school stakeholders in planning and design activities.
- Provide ongoing reporting and other related DROPS grant management requirements.
- Manage contracting process for design and construction of stormwater renovations across four school sites.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$1,323,873	\$83,075	\$1,406,948	0.46

FUNDING SOURCE, FY16/17

(22) Externally Funded

\$1,406,948

PACKAGING

Project #: 001200
Project Manager: Justin Lehrer

DESCRIPTION

Focuses on waste prevention, reuse, and improved recyclability of packaging materials manufactured, sold, and discarded in Alameda County. Provides education, technical assistance, and financial support to businesses and institutions, as well as engagement with industry and other stakeholders to support policy and standards development in support of sustainable packaging. Specific areas of emphasis include increasing the use of reusable transport packaging, reducing the use of single use disposables at food service establishments and supporting the adoption of package labeling best practices for recyclability by Alameda County brand owners.

FY15/16 ACCOMPLISHMENTS

The Packaging Project is new for FY 16/17, and combines activities from three distinct projects:

Project 1230, Reusable Transport Packaging: Reached over 200 businesses to offer education about the benefits of reusables and provide implementation assistance as needed. Awarded \$25,000 to five qualified reusables projects. Developed eight new success stories, expanding case study library to include more than 30 businesses.

Project 1280, Food Service Ware & Packaging: Implemented "Rethink Disposable" campaign reaching 53 businesses which led to 25 sites that reduced 4.4 tons of single use disposable food ware products. Produced four videos with Clean Water Fund highlighting business and school success stories.

Project 1290, Package Labeling & Life Cycle Analysis: Provided technical assistance and training, and offered financial assistance to a local consumer goods manufacturer for adoption of the How2Recycle label. Conducted packaging life cycle analysis for local consumer goods manufacturer. Published and promoted guidance on recyclability labeling at <http://guides.stopwaste.org/packaging>.

FY16/17 ACTIVITIES

- Provide consulting, technical assistance and/or training to 40 businesses for reusable food service ware, reusable transport packaging, recyclability labeling and other sustainable packaging decisions.
- Promote and expand packaging resources and success stories on the Agency's web pages to build awareness, provide resources and increase social norming of packaging reuse and reduction.
- Provide grants, rebates, and incentives to up to 20 organizations for increasing use of reusable food service ware, reusable transport packaging and adoption of the How2Recycle label.
- Follow and participate in industry, legislative, and policy development activities relating to reusable packaging, food service ware, package labeling and other sustainable packaging issues.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$182,500	\$366,314	\$548,814	1.31

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(32) RB Grant to Non Profit</u>	<u>(33) RB Source Reduction</u>	<u>(34) RB Market Development</u>
\$180,141	\$8,500	\$180,087	\$180,087

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.

FY15/16 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 FY15/16 included: Climate Friendly Purchasing; Green Office Strategies: Buy Less & Buy Better; and Green Events Strategies and Resources.
- Updated several EPP resources, including Green Contract Piggybacking Resources for Alameda County jurisdictions, and Janitorial Cleaning Products, Paper Office Products, Nonpaper Office Products, and Park and Recreation Products Fact Sheets.
- Assisted the City of Alameda, the City of Emeryville and the Livermore Valley Joint Unified School District with development of a proposed EPP policy.
- GSA researched and developed green and recycled-content bid specifications, and supported implementation of the following County contracts valued at \$37 million: office supplies, print services, janitorial chemicals and papers, multi-function device (copier/printer) and Probation and Santa Rita Jail food services.
- GSA contributed significantly to the content development of the West Coast Climate and Materials Management Forum's Climate Friendly Purchasing toolkit, an online resource targeting public agencies to help them understand, and take action to address, the climate impacts of government purchasing.
- GSA participated in the Sustainable Purchasing Leadership Council's work groups for Professional Services and Food to develop a national standard for measuring leadership in sustainable purchasing.

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$351,546	\$34,350	\$385,896	0.12

FUNDING SOURCE, FY16/17

(35) RB RPP
\$385,896

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 Institutional Food Service.

FY15/16 ACCOMPLISHMENTS

- Developed “Food Too Good To Waste” tools and outreach pilot reaching 300 multi-family residents and 200 5th-8th grade students and their households (Student Action Project and Stop Waste Ambassador Program).
- Developed and evaluated food service contract management cohort learning network model using behavior change strategies and tools to build site commitment and engagement in food waste tracking.
- Recruited 15 new kitchens through two food service providers that collectively tracked 38,456 pounds of food waste, of which 18 percent was edible wasted food.
- Completed food waste tracking with two pilot sites tracking over 7,300 pounds of food waste.
- Developed partnership with Livermore Valley Joint Unified School District and trained 65 Nutrition Services staff on new food donation, food share and organics recycling cafeteria programs.

FY16/17 ACTIVITIES

- Oversee development of countywide food waste prevention outreach campaign leveraging Ad Council media with on the ground tactics engaging schools, families and residents.
- Identify food recovery organizations and high-volume surplus food waste generators. Assess current efforts, barriers and opportunities to strengthen the recovery of edible surplus food to feed people or animals in Alameda County.
- Manage and track existing food waste prevention grantees, and oversee new grant funded food waste prevention and donation projects.
- Engage up to ten new kitchens with an emphasis on food service management companies through Smart Kitchen Initiative while providing ongoing support and technical assistance for existing sites and school districts.
- Provide marketing, onsite training, ongoing coaching and data analysis for the Smart Kitchen Initiative program.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$578,700	\$352,579	\$931,279	1.83

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(24) Mitigation</u>	<u>(33) RB Source Reduction</u>
\$235,440	\$460,400	\$235,440

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.

FY15/16 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 of 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 were 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.

FY16/17 ACTIVITIES

- Notify new stores affected under expanded ordinance. Restaurants phased in six months after retail stores.
- Bring amended ordinance to WMA for 1st and 2nd reading September and October 2016
- Manage bag compliance issues, including working with bag vendors and manufacturers.
- Manage store inspection activities, including oversight of in-field inspectors. Provide direct technical assistance to stores starting April 2017.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$51,000	\$69,205	\$120,205	0.28

FUNDING SOURCE, FY16/17

(21) Facilities

\$120,205

WASTE PREVENTION: REUSABLE BAG ORDINANCE EXTERNAL CONTRIBUTIONS

Project #: 001251
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. Funds to come from the Alameda County Clean Water Program.

FY15/16 ACCOMPLISHMENTS

- Covered under Project 1250, Waste Prevention: Reusable Bag Ordinance.

FY16/17 ACTIVITIES

- Covered under Project 1250, Waste Prevention: Reusable Bag Ordinance.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$40,000	\$60,741	\$100,741	0.29

FUNDING SOURCE, FY16/17

(22) Externally Funded

\$100,741

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.

FY15/16 ACCOMPLISHMENTS

- Directly reached a projected 300 people through eight mini-grant funded lawn-to-garden parties in Hayward, Alameda, Fremont, Livermore, San Lorenzo and Albany.
- Converted over 20,000 square feet of lawn directly at grantee lawn parties, using 75 cubic yards of compost and 150 cubic yards of mulch. Diverted 40 tons of green waste from landfill and up to four tons per year, also saving over 500,000 gallons of water per year.
- Trained an anticipated 150 landscape professionals on the use of compost and mulch.
- Expanded the number of sheet mulch supply vendors to 21, and provided eight 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 Lawn to Garden website, leveraging existing content and Proposition 84 funding.

FY16/17 ACTIVITIES

- Provide educational resources, trainings, and talks on compost and mulch for landscape professionals.
- Provide 18 lawn conversions and six educational events for landscape professionals, and promote sheet mulch resources.
- Implement, promote and evaluate residential education and outreach about compost and mulch (including lawn-to-garden parties) with up to eight 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.
- 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.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$291,500	\$441,404	\$732,904	3.03

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(24) Mitigation</u>	<u>(34) RB Market Development</u>
\$232,681	\$35,000	\$465,223

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 2016 and expected to be renewed in 2017.

FY15/16 ACCOMPLISHMENTS

- Implemented regional multifamily program, with average project energy savings of 15%. Served 2,800 units in Alameda County and a total of 15,850 in the Bay Area region.
- Secured approval for \$3.0 million expansion to the multifamily rebate program.
- Conducted single family outreach throughout Alameda County, including 25 homeowner outreach events and seven realtor/contractor events.
- Scheduled four trainings on new energy code and promoted bi-monthly forums on green building and energy policy.
- Supported Berkeley Energy Savings Ordinance launch and development of regional policy toolkit.
- Closed three multi-family loans, including projects in San Leandro and Oakland, totaling \$879,000 in program capital and leveraging \$1.3 million in private capital.

FY16/17 ACTIVITIES

- Act as technical lead in BayREN codes and standards activities.
- Conduct single family outreach throughout Alameda County.
- Manage the BayREN multi-family subprogram and financing pilot.
- Manage the Home Energy Score program and support local governments in the Bay Area.
- Serve as a liaison between BayREN and Alameda County water suppliers participating in the PAYS on-water bill financing program

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$5,330,041	\$603,273	\$5,933,314	3.53

FUNDING SOURCE, FY16/17

(40) Energy Council

\$5,933,314

PG&E LOCAL GOVERNMENT PARTNERSHIP

Project #: 001348

Project Manager: Heather Larson

DESCRIPTION

Convenes the East Bay Energy Watch Strategic Advisory Committee (EBEW SAC), which is the advisory body of a two-county Local Government Partnership funded by PG&E. Supports strategic planning, tracks and provides updates on CPUC and CEC regulatory activities, and administers stipends and pass-through funding to local governments. Helps ensure policy coordination, equitable resource allocation and communication among Alameda County local governments. Works with co-administrator to ensure equitable resource distribution and decision-making between Alameda and Contra Costa Counties. Provides recommendations to the SAC on how to enrich programmatic offerings to small-medium businesses, municipalities and residential sectors operating in both Alameda and Contra Costa Counties. Identifies opportunities for Green Business Certification program to be leveraged with the small medium business energy incentive programs in both Alameda and Contra Costa Counties. Supports and delivers programmatic outreach.

FY15/16 ACCOMPLISHMENTS

- Sponsored multi-family property management training.
- Supported businesses in pursuing green business certification, promoted early compliance with state energy benchmarking policy and provided staffing support for member agencies.

FY16/17 ACTIVITIES

- Participate in CPUC regulatory proceedings.
- Execute agreements and administer pass-through funding from PG&E to local governments in Alameda and Contra Costa Counties.
- Coordinate EBEW programs with other countywide energy efficiency activities.
- Provide recommendations on enhancing existing program offerings and leveraging the Green Business Certification program.
- Convene East Bay Energy Watch (EBEW) Strategic Advisory Committee.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$5,000	\$91,230	\$96,230	0.46

FUNDING SOURCE, FY16/17

(40) Energy Council

\$96,230

ENERGY COUNCIL INCUBATOR

Project #: 001349

Project Manager: Miya Kitahara

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.

FY15/16 ACCOMPLISHMENTS

- Monitored CPUC, CEC, Prop 1, Cap and Trade and other funding opportunities.
- Supported member agencies by developing Climate Action Planning templates for hazard mitigation.
- Updated Energy Council priority areas for 2016-18 in consultation with Technical Advisory Group.

FY16/17 ACTIVITIES

- Develop new strategic partnerships in areas of high priority for Energy Council funding.
- Prepare concepts aligned with Energy Council priorities for potential external funding and submit funding applications as appropriate opportunities arise.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$80,000	\$67,898	\$147,898	0.33

FUNDING SOURCE, FY16/17

(40) Energy Council

\$147,898

BUILDING SERVICES AND PARTNERSHIPS

Project #: 001350

Project Manager: Heather Larson

DESCRIPTION

Addresses the impacts of materials management by influencing the design, construction and maintenance of the built environment. Continues codes and standards development and technical advocacy efforts, to support policy changes that result in increased use of recycled content and broader green criteria. Partners with building industry organizations to ensure that materials management issues are addressed in current research, rating systems and other market transformation tools. Provides technical and policy assistance to member agencies and supports local climate action planning and implementation.

FY15/16 ACCOMPLISHMENTS

This is a new project for FY 16/17, and continues elements of Projects 1220 and 1270.

- Identified request for member agency technical assistance through the Energy Council Technical Advisory Group. Developed concept, consultant scope of work and budget for the following two new member agency service offerings that launched in 2016: climate Adaptation Planning services and Municipal Zero Net Energy Engineering Analysis reach code policy recommendations.
- Coordinated Energy Council TAG with ACWMA projects, including landscape program through joint delivery of a Local Government Water Policy Forum.
- Issued \$20,000 of scholarships to Member Agencies for attendance at pre-approved green building conferences and memberships.
- Updated ICLEI's Clear Path climate action planning tool with waste metrics.
- Completed green building materials research in partnership with Healthy Building Network.
- Re-launched Quantity Quotes green building materials bulk purchasing platform in partnership with Department of Energy, and transitioned platform to Architecture 2030.

FY16/17 ACTIVITIES

- Coordinate Energy Council Technical Advisory Group with Member Agency Services.
- Create menu of comprehensive member agency services in coordination with the Landscaping Services and partnerships project.
- Provide assistance to member agencies on policies, financing, municipal project analysis and climate mitigation/adaptation.
- Issue scholarships to member agencies for approved conferences and memberships.
- Establish partnership with Ellen MacArthur Foundation.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$115,000	\$240,849	\$355,849	0.86

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(32) RB Grant to Non Profit</u>
\$323,349	\$32,500

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.

FY15/16 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 StopWaste Ambassador Program teachers for tour and training.
- Hosted three teacher workshops.
- Developed new tour for middle and high school for StopWaste Ambassador Program classes.
- Conducted survey of teachers, which provided feedback for recruitment, tour revision and communication.

FY16/17 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.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$206,000	\$396,436	\$602,436	4.19

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(31) RB Discretionary</u>
\$301,218	\$301,218

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.

FY15/16 ACCOMPLISHMENTS

- Financed \$300,000 loan to AHG recycling to expand their operation.
- Received and processed additional loan inquiries.
- Monitored outstanding loan payments and deliverables.

FY16/17 ACTIVITIES

- Develop outreach strategies to coordinate with Agency's core programs and targets.
- Monitor SAFE-BIDCO's performance in underwriting and servicing of loans.
- Work with strategic partners such as community banks, OBDC, 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.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$635,000	\$52,469	\$687,469	0.16

FUNDING SOURCE, FY16/17

(29) RB Revolving Loans

\$687,469

COMPETITIVE GRANTS

Project #: 002040
Project Manager: Meri Soll

DESCRIPTION

Provides funding for qualified organizations to implement programs with diversion impacts in Alameda County. Grants offered include:

Reuse Operating Grants of up to \$15,000 to support ongoing reuse activities 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).

FY15/16 ACCOMPLISHMENTS

- Received, processed and reviewed 28 competitive, reuse and food waste prevention grant applications requesting over \$770,000 in funding.
- Anticipate distributing \$300,000 of available funding towards grant requests.
- Expanded outreach for both Lawn to Garden Conversion Grants and Community Outreach grants, resulting in award of \$65,000 to 13 grantees throughout the county.
- Developed and implemented grant assessment matrix.

FY16/17 ACTIVITIES

- Promote grant program via mailing lists, grassroots outreach and social marketing websites.
- Increase engagement and activities with hard-to-reach communities to promote food scrap composting, recycling and lawn conversion activities.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$273,000	\$131,973	\$404,973	0.48

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(32) RB Grant to Non Profit</u>
\$10,000	\$394,973

READY, SET, RECYCLE

Project #: 002050

Project Manager: Judi Ettlinger

DESCRIPTION

Outreach program to increase diversion of recyclables and compostables through the existing collection system. Provides a range of channels to effectively communicate recycling messages and actions 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 StopWaste Ambassador Program (SWAP) 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.

FY15/16 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 community based organizations to promote food scrap composting in hard-to-reach communities. 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 1,480 new 5th grade students in 51 classes learned about Alameda County's watershed 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.

SWAP: 12,000 students and teachers participated in the middle and high school service learning program. Middle and high school students participated in eight community outreach events. One hundred and ten student leaders participated in the annual SWAP conference hosted at Camp Arroyo.

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$579,930	\$747,275	\$1,327,205	6.76

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(24) Mitigation</u>	<u>(31) RB Discretionary</u>
\$581,717	\$163,772	\$581,717

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.

FY15/16 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.

FY16/17 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, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$127,800	\$93,978	\$221,778	0.30

FUNDING SOURCE, FY16/17

(23) Benchmark Fees

\$221,778

BENCHMARK DATA AND ANALYSIS

Project #: 002080

Project Manager: Mark Spencer

DESCRIPTION

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

FY15/16 ACCOMPLISHMENTS

- Collected approximately 2,000 single family, 550 multi family resident and 1,100 commercial account samples.
- Provided data analysis and metrics results for annual Benchmark report.

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$370,000	\$172,969	\$542,969	0.55

FUNDING SOURCE, FY16/17

(23) Benchmark Fees

\$542,969

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. Ordinance covers 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. One member agency is opted out of both phases, one is currently opted in to Phase 1 and opted out of Phase 2, and fifteen opted in to both Phases either fully or on a Compliance Schedule Waiver (i.e. delayed coverage for some accounts and/or materials, but resulting in full coverage).

FY15/16 ACCOMPLISHMENTS

- Continued initial 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 9,000 inspections of covered multi-family and commercial accounts for those opted in to Phases 1 and 2 of the Ordinance.
- Sent out over 1,700 enforcement letters (Notifications and Warnings) to covered account holders based on inspection results.
- Sent out Notifications to 6,000 Multi-Family accounts that had not yet been officially notified of the MRO requirements (over 11,500 letters).
- Issued 200 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.
- Provided assistance to multi-family properties implementing organics collection upon request.
- Continued outreach regarding Phase 2 requirements including direct mail to newly covered accounts and those with new requirements as of 7/1/15 and 7/1/16 (Hayward, Oakland, Newark and San Leandro).

FY16/17 ACTIVITIES

- Continue enforcement inspections, follow up with subsequent re-inspections of all violations.
- 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.
- Manage the technical assistance consulting contract for mandatory recycling ordinance compliance to reach at least 1,000 businesses and oversee outreach activities related to the ordinance.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$937,200	\$1,217,938	\$2,155,138	5.44

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(24) Mitigation</u>
\$375,687	\$1,779,451

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 third party certification protocol and programs for nationwide rollout. 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.

FY15/16 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.

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$31,000	\$160,828	\$191,828	0.55

FUNDING SOURCE, FY16/17

<u>(24) Mitigation</u>	<u>(34) RB Market Development</u>
\$186,731	\$5,097

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.

FY15/16 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.
- Updated 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.

FY16/17 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.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$3,860,961	\$0	\$3,860,961	0.00

FUNDING SOURCE, FY16/17

(27) RB Municipalities

\$3,860,961

HAZARDOUS WASTE

Project #: 002310

Project Manager: Debra Kaufman

DESCRIPTION

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

FY15/16 ACCOMPLISHMENTS

- Participated in ABAGs Hazardous Waste Allocation Committee.

FY16/17 ACTIVITIES

- Serve on ABAG Hazardous Waste Management Allocation Committee.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$13,000	\$4,805	\$17,805	0.01

FUNDING SOURCE, FY16/17

(21) Facilities

\$17,805

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.

FY15/16 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.

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$155,000	\$0	\$155,000	0.00

FUNDING SOURCE, FY16/17

(22) Externally Funded

\$155,000

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 including facilities and one day events. Also provides for administration of the MOU between the Authority and the City of Fremont for funding for their HHW facility.

FY15/16 ACCOMPLISHMENTS

- All three County-run facilities 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.
- Served 4,000 residents at one day HHW events.
- Recruited sites around the county for future one-day events.
- Increased facility participation by 26%.

FY16/17 ACTIVITIES

- Continue to support promotion of one day events and expanded hours/days through online, traditional and social media, as well as community based outreach.
- Ensure the timely delivery of data to the assessor's office for HHW fee to properly appear on property tax bills.
- Manage the legal and operational relationships with the four HHW facilities as per the terms of the MOUs.
- Continue to partner with Our Water Our World and Paint Care to include HHW disposal messaging with their respective waste prevention messaging at retail outlets.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$6,275,318	\$192,674	\$6,467,992	0.63

FUNDING SOURCE, FY16/17

(28) HHW Fees

\$6,467,992

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. New for FY 16/17, this project will also house the Free Indoor Food Scraps Bin program (moved from Mandatory Recycling Ordinance project 2090) and the New Tools Development for high organics-generating business sectors.

FY15/16 ACCOMPLISHMENTS

- Business recognition for selected high-performing businesses at a Board meeting and through advertising.
- Maintained relationships with Chambers of Commerce and continued participation in East Bay BOMA 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 Oakland and Alameda USDs custodians.
- Worked extensively with San Lorenzo and San Leandro Unified School District to implement organics separation at school sites throughout the district.

FY16/17 ACTIVITIES

- Coordinate business recognition that features outstanding businesses for their significant achievements in waste reduction.
- Provide free indoor food scraps bins to eligible businesses and multi-family properties.
- Provide priority partner school districts with annual report on diversion rates when requested.
- Work with staff at non-priority partner school districts to develop plans for achieving adoption of school board "Priority Partner" resolution.
- Coordinate the development of new tools/toolkits for selected high-organics generating business sectors.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$287,700	\$265,818	\$553,518	1.01

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(24) Mitigation</u>	<u>(33) RB Source Reduction</u>
\$148,970	\$255,578	\$148,970

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.

FY15/16 ACCOMPLISHMENTS

- No grants received in FY15/16.

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$300,000	\$0	\$300,000	0.00

FUNDING SOURCE, FY16/17

(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.

FY15/16 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.
- 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.

FY16/17 ACTIVITIES

- 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.
- 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.
- Prepare annual and mid-year budget, oversee annual audit and address any issues, if necessary.

RECYCLING BOARD

Project #: 003150

Project Manager: Wendy Sommer

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.

FY15/16 ACCOMPLISHMENTS

- Facilitated monthly meetings of the Recycling Board.

FY16/17 ACTIVITIES

- Facilitate monthly meetings of the Recycling Board.

WASTE MANAGEMENT AUTHORITY

Project #: 003160

Project Manager: Wendy Sommer

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. 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.

FY15/16 ACCOMPLISHMENTS

- Facilitated monthly meetings of the WMA Board and committees.

FY16/17 ACTIVITIES

- Facilitate monthly meetings of the Waste Management Authority.

PROPERTY MANAGEMENT

Project #: 003210

Project Manager: Mark Spencer

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.

FY15/16 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.

FY16/17 ACTIVITIES

- Complete lease renewals for all six leases on property.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$90,500	\$70,582	\$161,082	0.22

FUNDING SOURCE, FY16/17

(24) Mitigation

\$161,082

DISPOSAL REPORTING

Project #: 003220
Project Manager: Gina Peters

DESCRIPTION

Monitors, analyzes and reports on amounts of material 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.

FY15/16 ACCOMPLISHMENTS

- Monitored, analyzed and reported on amounts of material being landfilled, used as ADC or diverted by Alameda County jurisdictions for the four quarters of 2015.
- Reviewed data with member agencies.
- Tracked issues and followed up with member agencies, disposal sites and CalRecycle as needed.

FY16/17 ACTIVITIES

- Implement new disposal data collection software system.
- 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.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$15,000	\$58,041	\$73,041	0.23

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(23) Benchmark Fees</u>
\$21,912	\$51,129

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.

FY15/16 ACCOMPLISHMENTS

- Held monthly meetings of the TAC.
- Solicited input on implementation of Agency projects, including the reusable bag ordinance, mandatory recycling ordinance and benchmark report.
- Provided regular updates to TAC on agency programs of interest.

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$2,000	\$42,967	\$44,967	0.14

FUNDING SOURCE, FY16/17

(21) Facilities

\$44,967

FEE ENFORCEMENT

Project #: 003240

Project Manager: Brian Mathews

DESCRIPTION

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

FY15/16 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.

FY16/17 ACTIVITIES

- 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.
- Plan, budget, implement and manage ACWMA Ord 2009-01 so that there are no large, preventable gaps in revenue collection.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$168,200	\$248,847	\$417,047	0.94

FUNDING SOURCE, FY16/17

(21) Facilities

\$417,047

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. Develops projections for Alameda County waste stream to guide future fiscal planning efforts.

FY15/16 ACCOMPLISHMENTS

- Provided feedback on California Air Resources Board short-lived climate pollutant plan.
- Provided feedback to Bay Area Air Quality Management District on their clean air plan.
- Developed multi-family space guidelines document.
- Developed projection for FY15/16 waste stream.

FY16/17 ACTIVITIES

- Produce disposal and revenue projection for FY 16/17 budget planning.
- 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.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$30,000	\$132,089	\$162,089	0.42

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(24) Mitigation</u>
\$132,089	\$30,000

RESIDENTIAL ORGANICS RECOVERY PILOTS

Project #: 003420
Project Manager: Tom Padia

DESCRIPTION

Supports one or more member agencies with piloting approaches to increase residential organics diversion. Pilot projects require the active cooperation of the jurisdiction and 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). Potential pilots may include Less Than Weekly garbage collection, various modes of direct messaging and feedback to residents, testing of kitchen pail liners or other means of increasing residential food scrap capture rates and overcoming the «ick factor.» Design of pilots for FY 16/17 will wait upon results from the pilots begun in FY15/16.

FY15/16 ACCOMPLISHMENTS

- Funded a seven month “Less Than Weekly” garbage collection pilot on selected routes in the Castro Valley Sanitary District, through calendar year 2016.
- With the active support of city staff, designed and implemented several small scale, short-term pilots in Fremont testing the impacts of distributing kitchen pails with compostable plastic pail liners and multiple forms of direct messaging.

FY16/17 ACTIVITIES

- Design and implement pilot in at least one member agency to refine and expand on lessons learned in Fremont and the Castro Valley Sanitary District.
- Follow up on Fremont pilot on ways to increase single family residential food scraps capture, possibly including pail liners, specific messaging and feedback loops.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$100,000	\$78,198	\$178,198	0.22

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(24) Mitigation</u>
\$78,198	\$100,000

COIWMP AMENDMENTS APPLICATION

Project #: 003430

Project Manager: Debra Kaufman

DESCRIPTION

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

FY15/16 ACCOMPLISHMENTS

- Worked with EBMUD, Vision Recycling, and Waste Management on CoIWMP amendment requirements. Those applications not yet filed.

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$0	\$9,610	\$9,610	0.03

FUNDING SOURCE, FY16/17

(21) Facilities

\$9,610

WASTE CHARACTERIZATION STUDY

Project #: 003440

Project Manager: Meghan Starkey

DESCRIPTION

Conduct studies to examine solid waste disposal in the County, including an understanding of generators and their behavior. Results will be used to evaluate progress to the less than 10% goal, guide existing programmatic efforts, and, to the extent possible, measure the effect of previously implemented waste reduction programs.

Updated waste studies are important because of evolving local and Countywide waste management programs and policies, improvements in diversion activities, new solid waste infrastructure, changes to recyclable/reusable materials markets, and changes in materials generated and discarded.

FY15/16 ACCOMPLISHMENTS

This is a new project.

FY16/17 ACTIVITIES

- Begin field work and data analysis. Study year anticipated to be calendar year 2017.
- Define studies, issue RFP and execute contract.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$400,500	\$87,030	\$487,530	0.26

FUNDING SOURCE, FY16/17

<u>(24) Mitigation</u>	<u>(32) RB Grant to Non Profit</u>
\$400,500	\$87,030

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. After round of stakeholder input, RFP for Program Audit will be released in Summer of 2016, contract awarded by end of 2016 and work should be substantially done by end of FY 16/17. Program Audit typically profiles and compares local recycling programs to each other and to model programs elsewhere, and researches specific issues and topics relevant to current waste reduction efforts. Phase Two of the Financial and Compliance Audit, covering FY 14/15 and 15/16, will begin in the Fall of 2016 and should be complete by the end of FY 16/17.

FY15/16 ACCOMPLISHMENTS

- Presented Phase One (FY 2011/12 - 13/14) Financial and Compliance Audit findings and recommendations from the contracted auditor, Crowe Horwath, to the Recycling Board.
- Began implementation of recommendations adopted by the Recycling Board.
- Initiated process of stakeholder input on the scope of work for the Five Year Program Audit.

FY16/17 ACTIVITIES

- Crowe Horwath will execute Phase 2 Financial Audit scope, after end of FY15/16. Staff to provide support as needed.
- Wrap up Phase 2 of Financial & Compliance Audit. Present to Recycling Board, circulate findings and recommendations and implement as per direction of the Board.
- Issue RFP for Five-Year Program Review after collecting stakeholder input on elements of scope.
- Evaluate RFP responses, recommended contract award to RB, execute contract.
- Manage substantial completion of Program Review scope of work.

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$181,000	\$63,520	\$244,520	0.18

FUNDING SOURCE, FY16/17

(32) RB Grant to Non Profit

\$244,520

STANDARDS DEVELOPMENT

Project #: 003470

Project Manager: Wes Sullens

DESCRIPTION

To promote agency priorities, leverage opportunities, build stronger networks, codify best practice, and escalate our agency's impact through strategic regional, state and national standards development and technical advocacy. This project is new, but is consolidating activities from projects 1270 (recycled content building materials) and 3530 (legislation) from the past fiscal year, as well as clarifying overall standards development activities at the agency.

FY15/16 ACCOMPLISHMENTS

- In project 3530 and 1270, conducted successful standards development and advocacy on select standards and rating systems, including: UL Zero Waste, Cradle to Cradle v4, LEED v4, GreenPoint Rated, CALGreen code, Health Product Declaration v2.0, and ASHRAE 189.1 International Green Construction Code.

FY16/17 ACTIVITIES

- Collaborate with project teams to develop strategic plan for advocacy.
- Communicate internally on activities and impact.
- Participate on technical codes, standards and rating systems development that affect built environment, organics/food and packaging.
- Promote leadership activities in rating systems and standards.
- Advocate for greater adoption of Agency priority areas in strategic external networks.
- Partner with manufacturers, nonprofits and environmental groups in advocacy, research and policy.
- Identify opportunities for funding.
- Promote financing standards (buildings, lawns, etc.).

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$10,000	\$153,219	\$163,219	0.55

FUNDING SOURCE, FY16/17

(21) Facilities

\$163,219

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.

FY15/16 ACCOMPLISHMENTS

- Responded to approximately 150 requests per month for recycling assistance via phone and email.
- Produced Agency brochure and presentation materials.
- Launched mobile-friendly version of Agency website, and electronic newsletter for stakeholders.

FY16/17 ACTIVITIES

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

PROJECT COST, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$159,450	\$1,032,895	\$1,192,345	3.94

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(32) RB Grant to Non Profit</u>
\$1,156,244	\$36,100

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.

FY15/16 ACCOMPLISHMENTS

- Provided timely status reports and recommendations on legislation to Board, staff, member agencies and interested parties.
- Continued to support AB 901 through signing by the Governor.
- Monitored implementation of AB 901.
- Provided input on cap and trade revenues for recycling and compost infrastructure.
- Successful advocacy in CALGreen code to increase C&D recycling to 65% and add organics to waste planning for new buildings.
- Continued partnership with HBN on recycled content feedstock evaluations and produced reports, presented at conferences, and began outside stakeholder collaboration.
- Continued participation on select green building standards, codes, and rating system development (note: this task moved to project 3470 for FY16/17).
- Advocated for best practices via leadership positions on the LEED M&R TAG, and ASHRAE/International Green Construction Code (vice-chair) (note: this task moved to project 3470 for FY16/17).

FY16/17 ACTIVITIES

- Monitor and analyze, then develop and implement Agency responses to legislation, regulations and related activities affecting the Agency. Provide timely updates to the board based on the agreed upon schedule.
- 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, FY16/17

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$71,500	\$148,107	\$219,607	0.46

FUNDING SOURCE, FY16/17

<u>(21) Facilities</u>	<u>(32) RB Grant to Non Profit</u>
\$189,607	\$30,000

May 2016
Meetings Schedule

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

(Meetings are held at StopWaste Offices unless otherwise noted)

SUN	MON	TUES	WED	THURS	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	<p>9:00 AM Programs & Administration Committee Key Items: 1. Lawn to Garden website</p> <hr/> <p>7:00 PM Planning & Organization Committee /Recycling Board Hayward City Hall Key Items: 1. 5 year Program Audit Scoping 2. Municipal Panel 3. Lawn to Garden website</p>	13	14
15	16	17	18	19	20	21
22	23	24	<p>3:00 PM Waste Management Authority & Energy Council Key Items: 1. FY 16/17 Budget Adoption 2. StopWaste Business Recognition Awards</p>	26	27	28
29	30 AGENCY HOLIDAY	31				

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EAST BAY TIMES

OPINION (<http://www.eastbaytimes.com>)

Answer to California drought may be just under our feet (Guest commentary)

By Yvon Chouinard and Larry Kopald Guest commentary

Former Hewlett-Packard CEO and ex-presidential hopeful Carly Fiorina said recently that environmentalists were the cause of water problems in California because they had blocked the creation of more dams in the state.

She was quickly raked over the coals by environmentalists, who pointed out that it doesn't matter how much storage you have if you have no water to store. Turns out both sides are missing the point. And the opportunity.

The Great California Drought, now in year five (though Northern Cal is getting some temporary relief), is the worst drought in California history. According to NASA we are currently trillions (yes, trillions) of gallons below where we should be in groundwater.

This has forced us to deplete our precious aquifers -- many that took millennia to fill. Recently, NASA, using satellites to measure underground water supplies, found that nearly one in seven U.S. aquifers are so depleted that they must now be classified as "extremely" or "highly" stressed, and that California's Central Valley Aquifer -- which is being sucked dry to help drought-stricken farms in our core growing region -- is now by far the most troubled in the United States.

Jay Famiglietti, senior water scientist at the NASA Jet Propulsion Laboratory, who led the study, called the situation "critical," adding that "we are running out of groundwater."

According to the federal government, nine cities in California are at risk of going bone dry, and some small towns are already needing to truck in water for daily use.

So where's the good news? Truth is, we're standing on it. More precisely, we're farming on it.

New data on soil from around the world shows that if we modify our approaches to how we grow our food, we could reduce the amount of water necessary by as much as 80 percent,

depending on the crop. And we can do this while maintaining similar yields and making our agriculture industry more resilient.

The science is actually fairly simple. Healthy soil is brimming with living organisms -- billions in a single spoonful. To support these microorganisms, soil needs to store water for them, which it does by creating humus, an organic component of soil that stores 40 times its weight in water. So think of healthy soil as a huge sponge. A really huge sponge that acts like a water battery during droughts. Studies by the Rodale Institute have shown that years into a drought healthy soil is still producing food -- even without irrigated water.

So the big question is -- are we doing this -- and if not, why not?

The quick answer is no. Most of the state uses industrial agriculture techniques, which include mono-crops, severe tilling, and widespread use of chemical fertilizers and pesticides.

These techniques kill those microorganisms in the soil, taking the health of the soil with them. Studies of industrial farms have shown a reduction in the organic matter by as much as 90 percent. And when that disappears, so does the soil's natural ability to store water.

The good news is that we can reverse this quickly. According to Dr. Christine Jones, one of the world's foremost scientists on groundcover and soil, and also verified by Dr. Rattan Lal at Ohio State University, every 1 percent of organic matter we restore in the soil results in the retention of 20,000 to 60,000 gallons of water per acre.

With 27,000,000 acres of planted cropland and 63,000,000 acres of range grasslands in the state, that adds up to a stored potential of 1.8 trillion to 5.4 trillion gallons.

Accomplishing this may be easier than you think. Depending on the soil and what's being raised, it comes down to adding compost and managing the soil in a regenerative manner.

For crops, that means cover crops, no (or very shallow) tilling and reduced use of synthetic chemicals. For grazing livestock, it means using movable paddocks with dense herds so cattle can be managed in a way that replicates how herd animals move in nature, which benefits the soil instead of depleting it.

We can help make this happen by supporting bills like SB 367, which would fund agricultural projects in California that store water (as well as carbon), and by supporting Gov. Jerry Brown's Healthy Soils Initiative, which could protect our agriculture industry, our water, and even positively affect climate change from this moment on.

As to Fiorina's comments about needing more dams to solve the water crisis, here's a novel way to look at it: according to Russ Conserv, an engineer who ran Shell Oil's Gamechangers Division, adding 1 percent of organic matter to California's agricultural soil would store the equivalent of up to 16 Folsom dams.

So if you're looking to increase California's water supply and help our agriculture industry at the same time, look down. You might just be standing on a puddle. A big, statewide, permanent puddle.

Yvon Chouinard is founder of outdoor clothing and gear company Patagonia. Larry Kopald is a co-founder of The Carbon Underground, a science and communications based nonprofit working to restore soil as a means to mitigate climate change and droughts and better feed the planet.