

AGENDA

Michael Hannon, **WMA President**
City of Newark, WMA, EC
Dave Sadoff, **WMA 1st Vice President**
Castro Valley Sanitary District, WMA
Tim Rood, **WMA 2nd Vice President**
City of Piedmont, WMA, EC
Dianne Martinez, **EC President**
City of Emeryville, WMA, EC
Jim Oddie, **EC 1st Vice President**
City of Alameda, WMA, EC
Deborah Cox, **EC 2nd Vice President**
City of San Leandro, WMA, EC
Keith Carson, County of Alameda, WMA, EC
Peter Maass, City of Albany, WMA, EC
Kriss Worthington, City of Berkeley, WMA, EC
Melissa Hernandez, City of Dublin, WMA, EC
Vinnie Bacon, City of Fremont, WMA, EC
Sara Lamnin, City of Hayward, WMA, EC
Bob Carling, City of Livermore, WMA, EC
Dan Kalb, City of Oakland, WMA, EC
Shelia Young, Oro Loma Sanitary District, WMA
Jerry Pentin, City of Pleasanton, WMA, EC
Lorrian Ellis, City of Union City, WMA, EC

Wendy Sommer, Executive Director

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

Wednesday, May 23, 2018

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 OF ATTENDANCE

III. ANNOUNCEMENTS BY PRESIDENTS - *(Members are asked to please advise the board or the council if you might need to leave before action items are completed)*

IV. OPEN PUBLIC DISCUSSION FROM THE FLOOR

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 unless a shorter period of time is set by the President.

Page V. CONSENT CALENDAR

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|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | 1. Approval of the Draft Minutes of the April 25, 2018 Joint meeting of the WMA Board, the Energy Council, and the Recycling Board (Wendy Sommer) |
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VI. REGULAR CALENDAR

- | | |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7 | 1. Proposed FY 2018-19 Budget (Wendy Sommer & Pat Cabrera)
Staff recommends that the WMA Board adopt the WMA FY 18-19 Budget Resolution (Attachment A) and the Energy Council adopt the EC FY 18-19 Budget Resolution (Attachment B). |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- 17 2. Public Hearing and Annual Adoption of Fee Collection Report for Household Hazardous Waste Fee (Pat Cabrera)**
Staff recommends the following:
1. That the WMA Board hold a public hearing on the Fee Collection Report and approve the Fee Collection Report for FY 2018-19, which includes adjusting the fee downward from \$8.46 to \$7.40 per unit for FY 2018-19.
 2. That the WMA Board approve opening the Livermore and Hayward facilities on Thursdays as proposed by County staff.
- 21 3. 2018 Priority Setting (Wendy Sommer)**
That the Authority Board approve the priority setting process and timeline described in the staff report.
- 25 4. Reappointment to the Recycling Board – Board member Jim Oddie (Wendy Sommer)**
Staff recommends that the Waste Management Authority Board reappoint Board member Oddie to a two-year term on the Recycling Board ending June 21, 2020.
- 5. Interim appointment(s) to the Recycling Board for WMA appointee unable to attend future Board Meeting(s) (Wendy Sommer)**
(Planning Committee and Recycling Board meeting, June 14, 2018 at 4:00 pm, StopWaste Offices, 1537 Webster Street, Oakland, CA 94612)

VII. MEMBER COMMENTS AND COMMUNICATIONS FROM THE EXECUTIVE DIRECTOR

VIII. ADJOURNMENT

DRAFT

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

Wednesday, April 25, 2018

3:00 P.M.

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

Teleconference

**Ken Lewis
Hyatt Regency
Lake Tahoe Resort
111 Country Club Drive
Incline Village, Nevada 89451
775-832-1234**

**Lorrin Ellis
7711 Center Avenue, Ste. 200
Huntington Beach, CA 92647
714-252-2500**

I. CALL TO ORDER

President Mike Hannon, WMA, called the meeting to order at 3:01 p.m.

II. ROLL CALL OF ATTENDANCE WMA, EC, & RB:

City of Albany	Peter Maass, WMA, EC, RB
Castro Valley Sanitary District	Dave Sadoff, WMA
City of Dublin	Melissa Hernandez, WMA, EC
City of Emeryville	Dianne Martinez, WMA, EC, RB
City of Hayward	Sara Lamnin, WMA, EC, RB
City of Livermore	Bob Carling, WMA, EC
City of Oakland	Dan Kalb, WMA, EC
Oro Loma Sanitary District	Rita Duncan, WMA
City of Piedmont	Tim Rood, WMA, EC, RB
City of Pleasanton	Jerry Pentin, WMA, EC
City of Newark	Mike Hannon, WMA, EC

DRAFT

City of San Leandro	Deborah Cox, WMA, EC
City of Union City	Lorin Ellis, WMA, EC (teleconference)
Environmental Organization	John Moore, RB
Environmental Educator	Toni Stein, RB
Recycling Materials Processing Industry	Matthew Southworth, RB (Interim)
Recycling Programs	Jillian Buckholz, RB
Source Reduction Specialist	Sarah Vared, RB

ABSENT:

County of Alameda	Keith Carson, WMA, EC
City of Alameda	Jim Oddie, WMA, EC, RB
City of Berkeley	Jesse Arreguin, WMA, EC
City of Fremont	Vinnie Bacon, WMA, EC
Solid Waste Industry Representative	Ken Lewis, RB

Staff Participating:

Wendy Sommer, Executive Director
Tom Padia, Deputy Executive Director
Patricia Cabrera, Administrative Services Director
Anu Natarajan, Legislative and Regulatory Affairs Manager
Richard Taylor, WMA Legal Counsel
Farand Kan, County Counsel
Arliss Dunn, Clerk of the Board

Others Participating:

Arthur Boone

III. ANNOUNCEMENTS BY PRESIDENTS

There were none.

IV. OPEN PUBLIC DISCUSSION FROM THE FLOOR

Arthur Boone provided comments regarding the litigation involving StopWaste and Waste Management, Inc. Mr. Boone also reiterated his opposition to mixed-waste processing and the viability of planned operations at the Davis Street OMRF.

V. CONSENT CALENDAR

- 1. Approval of the Draft WMA/EC Minutes of March 28, 2018 (Wendy Sommer)**
- 2. Approval of the Draft PC/RB Minutes of March 8, 2018 (Tom Padia)**
- 3. Recycling Board Attendance Record (Tom Padia)**
- 4. Written Report of Ex Parte Communications (Tom Padia)**
- 5. Grants Issued Under Executive Director Signature Authority (Wendy Sommer)**

There were no public comments for the consent calendar. Board member Rood made the motion

to approve items V1 & V5 for the WMA. Board member Pentin seconded and the motion carried 15-0 (Ayes: Carling, Cox, Duncan, Ellis, Hannon, Hernandez, Kalb, Lamnin, Maass, Martinez, Pentin, Rood, Sadoff. Nays: None. Abstain: None. Absent: Arreguin, Bacon, Carson, Oddie).

Board member Maass made the motion to approve items V2, V3 & V4 for the RB. Board member Lamnin seconded and the motion carried 8-0 (Ayes: Buckholz, Lamnin, Maass, Martinez, Moore, Rood, Southworth, Vared. Nays: None. Abstain: None. Absent: Lewis, Oddie, Stein).

Board member Rood made the motion to approve item V1 for the EC. Board member Pentin seconded and the motion carried 14-0 (Ayes: Carling, Cox, Ellis, Hannon, Hernandez, Kalb, Lamnin, Maass, Martinez, Pentin, Rood. Nays: None. Abstain: None. Absent: Arreguin, Bacon, Carson, Oddie).

VI. REGULAR CALENDAR

1. Legislative Positions for 2018 (WMA only) (Anu Natarajan)

Staff recommends that the Board adopt the positions recommended for the Agency for the 2018 session of the California Legislature.

Anu Natarajan provided a summary of the staff report. A link to the report is available here: [Legislative-Positions-2018-04-25-18](#)

There were no public comments on this item. Board member Martinez inquired about AB 1952 (Arambula): Envision a Hunger Free California Act, and how the bill fits into the agency's mission. Ms. Natarajan stated that the bill aligns with the agency's food waste project. It is currently a "hold" bill and staff will come back with further information as it becomes available. Board member Stein inquired about AB 1975 (Chu) Nuisance Odors. Ms. Natarajan stated that staff looked at the bill, but because the bill targets Santa Clara County and does not impact Alameda County, it is not on our watch list. President Hannon asked in future reports to the Board that staff include a paragraph on bills that may pose any possible financial impacts or staff impacts that may pertain to jurisdictions. Ms. Natarajan stated that staff did look for those impacts and at this point we do not know what the appropriations will be and none of them are an unfunded mandate yet, but we will certainly highlight any impacts that may affect local jurisdictions.

Board member Kalb made the motion to approve the staff recommendation. Board member Carling seconded and the motion carried 15-0 (Ayes: Carling, Cox, Duncan, Ellis, Hannon, Hernandez, Kalb, Lamnin, Maass, Martinez, Pentin, Rood, Sadoff. Nays: None. Abstain: None. Absent: Arreguin, Bacon, Carson, Oddie).

2. Draft FY 2018-19 Budget Presentation (Wendy Sommer & Pat Cabrera)

This item is for information only.

Wendy Sommer and Pat Cabrera provided a programmatic and financial overview of the Fiscal Year 18-19 agency budget and presented a PowerPoint presentation. A link to the FY 18-19 budget and presentation is available here:

[FY 18-19-Budget-Presentation-04-25-18](#)

There was no public comment on this item. Board member Kalb stated that cities tend to develop individual ordinances in a "piece meal" fashion and suggested that the Board have a serious discussion about developing a countywide ordinance banning straws with an opt-out provision. Ms. Sommer stated that this item will be a topic of discussion during the priority setting session in

the fall and will include possible strategies on a more comprehensive ordinance including all food service ware. However, we have a moratorium on ordinances for FY 18-19. Board member Pentin stated that the moratorium on ordinances has appeared to work well over the last couple of years and suggested that the idea of a straw ordinance should first be floated among individual city councils, and then if there appears to be a majority interest the agency can look at an enforcement mechanism. Ms. Sommer stated that in the past the agency also has created model ordinances that cities can adopt. Of course, there will be variations among cities.

Board member Stein asked for clarification on the Guiding Principle that allows the agency to: *Pursue projects with multiple sustainability benefits (greenhouse gas reduction, water, conservation), only when linked with materials and waste management.* Ms. Sommer stated for example, the Energy Council and Built Environment is working on climate adaptation, connecting the impacts of waste, water and energy on the environment. Board member Stein commented that when doing outreach in the various projects, e.g. BayREN and multi-family, there's also an opportunity to provide education regarding composting, organics, etc. Ms. Sommer stated that this is why we try not to work in silos with respect to individual projects but work collaboratively in this effort. Board member Vared stated that she appreciates the focus on upstream and inquired with respect to the programs how the 70% upstream and 30% downstream is broken out in key program areas. Justin Lehrer stated that a significant emphasis on upstream projects is focused on organics. Also, our communications and outreach projects shifted from the Ready, Set, Recycle campaign to the Stop Food Waste, an upstream project focusing on food waste reduction.

President Hannon requested that the final budget document include information on salary savings resulting from the early retirements in 2017. President Hannon commended staff on the project charters as they clearly illustrate what the agency is doing and where we are going. He also asked that staff include information that illustrates if the projects are new or carryover projects from the previous fiscal year, as well as if the project goals were completed or not. Ms. Cabrera stated that the salary savings from the early retirees totaled \$500,000, and she will include a sentence to that effect in the final budget document. Board member Stein commented that it might be helpful to include a diagram that shows how each particular project is aligned with the various agency goals. Ms. Sommer stated that it is difficult to come up with a diagram that breaks out each project but the Agency Goals figure in the budget document shows the portfolio of projects under Organics, Packaging, and Built Environment. Staff will provide an update on project goals at the May meeting. President Hannon thanked staff for a great presentation.

3. National Sword/Recycling Markets Update (Tom Padia)

This item is for information only.

Tom Padia provided an overview of the staff report and distributed a topic brief on National Sword. A link to the staff report and the topic brief is available here:

[National-Sword-Update-04-25-18.pdf](#)

There was no public comment on this item. Board member Lamnin stated that she appreciated the report and added this is a good first step towards messaging and good data to share with jurisdictions. Board member Lamnin inquired if there is consideration for looking at manufacturing opportunities to decrease our reliance on China markets. Mr. Padia stated that any efforts regarding market development will be at the state level with CalRecycle. Mr. Padia added that he doubts that there will be any new paper mills sited in California due to the enormous water, wastewater, energy, and transportation requirements. Plastics would be easier to do as the barriers for entry for recyclers

is much lower. Board member Buckholz inquired if there is any discussion that paper would be moved out of mixed recycling to reduce contamination or as a separate waste stream. Mr. Padia stated that Berkeley still has dual-stream collection instead of single-stream collection. The problem with that type of collection is the requirement to have a split-body truck that can pick up a split cart or separate containers and processing lines that are set up for dual streams. The trucks cost about \$500,000 each and it would cost millions of dollars to set up infrastructure for this type of operation. There has been some discussion about this but to the extent that it will come up it likely will be when franchises expire or when jurisdictions engage in new RFP's or negotiations.

Board member Stein commented that she was concerned about the Waste Dive media clip included in the packet with respect to a quote from a King County Councilmember that stated "the waste-to-energy process and system is a form of recycling," and asked that staff provide a rebuttal. Mr. Padia stated that including the clip is not an endorsement of the article. President Hannon stated that he appreciates the comments regarding the article and encouraged staff to continue to bring supplemental information to the Board that staff deems as relevant. Board member Kalb inquired if CalRecycle is coming up with a strategy or process to adjust to China's new policies. Ms. Sommer stated that we are not aware of any strategies or processes and we have invited the LEA (Local Enforcement Agency) to come to our National Sword Task Force meeting on April 26. Ms. Sommer added that she believes that some of the processors and haulers have met with CalRecycle to discuss the issue. Mr. Padia added he was contacted by a reporter from VICE News and they were referred to us by CalRecycle.

Board member Vared stated with regard to haulers modifying their trucks that she has information that she can share offline regarding low-interest funding, and also commented that there could be creative messaging developed similar to the war era effort focusing on conservation. Board member Stein commented that the County could work with all of its haulers and with CalRecycle to obtain funding through the California Air Resources Board and the Carl Moyer program, to get funding to replace diesel engines in the trucks. President Hannon thanked Mr. Padia for his report.

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

(Planning Committee and Recycling Board meeting, May 10, 2018 at 7:00 pm, Castro Valley Public Library, 3600 Norbridge Ave, Castro Valley, CA 94546)

Board member Maass requested an interim appointment for the May 10, 2018 PC/RB meeting. Board member Pentin volunteered to serve as the interim appointment. Board member Rood made the motion to approve the interim appointment. Board member Kalb seconded and the motion carried 15-0 (Ayes: Carling, Cox, Duncan, Ellis, Hannon, Hernandez, Kalb, Lamnin, Maass, Martinez, Pentin, Rood, Sadoff. Nays: None. Abstain: None. Absent: Arreguin, Bacon, Carson, Oddie).

VII. COMMUNICATION/MEMBER COMMENTS

There were none.

VIII. ADJOURNMENT

The meeting was adjourned at 4:25 p.m.

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DATE: May 23, 2018

TO: Waste Management Authority Board (WMA)
Energy Council (EC)

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

SUBJECT: Proposed FY 2018-19 Budget

SUMMARY

At the May 23, 2018 WMA meeting, staff will ask the WMA Board and the EC to adopt their respective FY 18-19 budgets.

DISCUSSION

The proposed budget for FY 18-19 was presented at a combined meeting of the WMA, Recycling Board and EC on April 25, 2018. The staff memo and PowerPoint presentation from the April 25 combined board meeting is available at: www.stopwaste.org/file/4837

Based on input from the April 25 meeting, salary savings information resulting from recent retirements is included under the “Workforce Related” section of the budget document (Attachment C: page II-5), and Project Charters include the notation of whether an activity is a carryover from the previous fiscal year, new for this fiscal year, or an ongoing activity.

The proposed FY 18-19 budget totals approximately \$30.8 million, with the following breakdown:

- WMA: \$12,729,538
- Energy Council: \$7,393,559
- Recycling Board: \$10,715,006

Some projects are funded using both WMA and Recycling Board funds. The Agency’s core budget is approximately \$10.6 million, which is \$400,000 less than the FY 17-18 core budget. Estimated total year-end core fund balances and reserves amount to \$17.4 million.

RECOMMENDATION

Staff recommends that the WMA Board adopt the WMA FY 18-19 Budget Resolution (Attachment A) and the Energy Council adopt the EC FY 18-19 Budget Resolution (Attachment B)

Attachment A: WMA Budget Resolution

Attachment B: EC Budget Resolution

Attachment C: Annual Budget – Fiscal Year 2018-19

Attachment D: Salary Ranges and Steps and Authorized Positions

Attachment E: Excerpts from the HR Manual

ATTACHMENT A

**ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY
RESOLUTION #WMA 2018 -**

**MOVED:
SECONDED:**

AT THE MEETING HELD MAY 23, 2018

**THE ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY AUTHORIZES ADOPTION OF
THE FISCAL YEAR 2018-19 BUDGET; PROJECT CONTRACTS; CHANGES TO THE HUMAN RESOURCES (HR) MANUAL
AND AUTHORIZED POSITIONS AND SALARY SCHEDULE**

WHEREAS, a preliminary budget for Fiscal Year 2018-19 has been developed that incorporates programs and projects based on the guiding principles adopted by the Board; and

WHEREAS, this budget was presented at the joint meeting of the Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board and the Energy Council, held on April 25, 2018 for review and comment; and,

WHEREAS, legal notice of the public hearing of the budget has been provided, and the matter scheduled on the May 23, 2018 Authority agenda for adoption.

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

1. Adopts the Authority's portion of the Annual Budget, Fiscal Year 2017-18 (Attachment C) with expenditures totaling \$12,729,538 and authorizes staff to proceed with Authority administration, programs and operations in accordance with the adopted budget, effective July 1, 2018.
2. Authorizes the attached salary schedule and authorized positions (Attachment D).
3. Approves sections 1.6, 1.6.1, 2.21, 2.2.2 B., C., and E. of the HR manual. (Attachment E).
4. Authorizes staff to create or modify job descriptions as necessary.
5. Changes the Executive Director's annual review from October to July to coincide with the rest of staff.
6. Authorizes the following new or augmented contracts and/or spending authority for Fiscal Year 2018-19 subject to approval as to form by Legal Counsel, and consistent with the Authority's purchasing policy:

Contracts/Spending Authority by Project:

Packaging

<u>Cascadia Consulting Group</u>	\$ 20,000
Technical assistance for reusable transport packaging	
<u>Gigantic Ideas Studio</u>	\$ 25,000
Marketing and outreach support	

Food Waste Reduction

<u>Zero Company</u>	\$ 70,000
Online media purchases including digital/mobile ads, facebook, gmail ads, etc.	
<u>Intersection</u>	\$ 85,000
Transit ads (BART)	
<u>Cascadia Consulting Group</u>	\$ 20,000
To provide food loss and recovery research and technology/tools analysis	

<u>Underground Advertising</u>	\$ 75,000
Creative development for the Stop Food Waste (SFW) campaign	
<u>Gigantic Idea Studio</u>	\$ 20,000
To develop consumer facing and business tools for the Food Waste Reduction Smart Kitchen Initiative	
<u>Reusable Bag Ordinance Implementation</u>	
<u>Stealth Marketing</u>	\$ 10,000
Inspectors and surveys	
<u>Mandatory Recycling Ordinance (MRO) Implementation</u>	
<u>Cascadia Consulting Group</u>	\$ 350,000
Technical assistance to businesses and multi-family properties	
<u>Stealth Marketing</u>	\$ 290,000
Contracted MRO inspectors	
<u>Gigantic Idea Studio</u>	\$ 13,000
Marketing and outreach services	
<u>Construction & Demolition</u>	
<u>Recycling Certification Institute (RCI)</u>	\$ 80,000
To provide third party certifications of mixed C&D facilities	
<u>Used Oil Recycling (externally funded)</u>	
<u>Zero Company</u>	\$ 30,000
Online media purchases including digital/mobile ads, facebook, gmail ads, etc.	
<u>Lamar</u>	\$ 50,000
Transit Ads (Bus)	
<u>Intersection</u>	\$ 15,000
Transit Ads	
<u>Gigantic Ideas Studio</u>	\$ 12,000
To manage outreach campaign	
<u>Household Hazardous Waste (HHW) Facilities</u>	
<u>Autumn Press</u>	\$ 80,000
Printing and mailing services	
<u>Zero Company</u>	\$ 90,000
Online media purchases including digital/mobile ads, facebook, gmail ads, etc.	
<u>Business Assistance Supporting Activities</u>	
<u>Starline Supply Company/Waxie Supply</u>	\$ 150,000
Suppliers of indoor food scrap bins (note: participants have a choice of either supplier; the amount listed is the total budgeted for this expense)	
<u>Administrative Overhead (OH) (includes general OH, accounting and budgeting and information systems)</u>	
<u>Shute, Mihaly and Weinberger, LLP</u>	\$ 151,000
Authority counsel, charged against multiple projects as appropriate	
<u>Driver Alliant Insurance</u>	\$ 152,500
Agency insurance	

Campbell Keller	\$ 150,000
<u>Work stations: funding for this upgrade comes from FY 17-18 and prior year encumbrances saved for this purpose</u>	
Tyler Technologies	\$ 63,000
<u>Financial system upgrade, maintenance, and support</u>	

Measure and Analysis

Stealth Marketing	\$ 40,000
<u>Field sampling of garbage, recycling and organics bins for program analysis</u>	

Schools Based Community Outreach

Versalar, DBA Pronto Transportation	\$ 130,000
<u>Bus services for transportation to the Ed Centers</u>	

Passed and adopted this 23rd day of May, 2018 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

Wendy Sommer, Executive Director

ATTACHMENT B

**ENERGY COUNCIL
RESOLUTION #EC2018-**

**MOVED:
SECONDED:**

**AT THE MEETING HELD MAY 23, 2018
THE ENERGY COUNCIL AUTHORIZES ADOPTION OF THE FISCAL YEAR 2018-19 BUDGET**

WHEREAS, a preliminary budget for Fiscal Year 2018-19 has been developed which incorporates programs and projects recommended by the Executive Director; and

WHEREAS, this budget was presented at the joint meeting of the Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board and the Energy Council at the meeting held on April 25, 2018 for review and comment; and,

WHEREAS, legal notice of the budget hearing has been provided, and the matter scheduled on the May 23, 2018 Energy Council agenda for adoption.

NOW THEREFORE, BE IT RESOLVED, that the Energy Council hereby adopts the Energy Council's portion of the Annual Budget Fiscal Year 2018-19 (Attachment C) with expenditures totaling \$7,393,559 and authorizes staff to proceed with Energy Council administration, programs and operations in accordance to the adopted budget, effective July 1, 2018.

Passed and adopted this 23rd day of May, 2018 by the following vote:

AYES:
NOES:
ABSTAIN:
ABSENT:

Wendy Sommer, Executive Director

Attachment D

Fiscal Year 2018/19* Monthly Salary Ranges and Steps and Authorized Positions Authorized Positions: 46.5 FTEs**

Grade Classification

17 Executive Director		Per contract: \$19,924							
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
16 vacant		15,859	16,335	16,825	17,330	17,850	18,385	18,937	19,505
15 Administrative Services Director		14,753	15,196	15,651	16,121	16,605	17,103	17,616	18,144
Deputy Executive Director		14,753	15,196	15,651	16,121	16,605	17,103	17,616	18,144
14 vacant		13,724	14,135	14,559	14,996	15,446	15,909	16,387	16,878
13 Principal Program Manager		12,766	13,149	13,544	13,950	14,368	14,799	15,243	15,701
12 vacant		11,876	12,232	12,599	12,977	13,366	13,767	14,180	14,605
11 Senior Program Manager		11,047	11,378	11,720	12,071	12,433	12,806	13,191	13,586
Senior Management Analyst		11,047	11,378	11,720	12,071	12,433	12,806	13,191	13,586
10 Information Systems (IS) Manager		10,276	10,585	10,902	11,229	11,566	11,913	12,270	12,639
Financial Services Manager ***		10,276	10,585	10,902	11,229	11,566	11,913	12,270	12,639
Legislative and Regulatory Affairs Manager		10,276	10,585	10,902	11,229	11,566	11,913	12,270	12,639
9 Program Manager III		9,559	9,846	10,141	10,446	10,759	11,082	11,414	11,757
Management Analyst III		9,559	9,846	10,141	10,446	10,759	11,082	11,414	11,757
8 Program Manager II		8,892	9,159	9,434	9,717	10,008	10,309	10,618	10,937
Clerk of the Board		8,892	9,159	9,434	9,717	10,008	10,309	10,618	10,937
Management Analyst II		8,892	9,159	9,434	9,717	10,008	10,309	10,618	10,937
7 Webmaster		8,272	8,520	8,776	9,039	9,310	9,590	9,877	10,174
6 Program Manager I		7,695	7,926	8,163	8,408	8,661	8,920	9,188	9,464
Accountant		7,695	7,926	8,163	8,408	8,661	8,920	9,188	9,464
Management Analyst I		7,695	7,926	8,163	8,408	8,661	8,920	9,188	9,464
5 Executive Assistant		7,158	7,373	7,594	7,822	8,056	8,298	8,547	8,803
4 vacant		6,659	6,858	7,064	7,276	7,494	7,719	7,951	8,189
3 Senior Program Services Specialist		6,194	6,380	6,571	6,768	6,971	7,181	7,396	7,618
Senior Administrative Assistant		6,194	6,380	6,571	6,768	6,971	7,181	7,396	7,618
2 Program Services Specialist II		5,762	5,935	6,113	6,296	6,485	6,680	6,880	7,086
Administrative Assistant II		5,762	5,935	6,113	6,296	6,485	6,680	6,880	7,086
1 Program Services Specialist I		5,360	5,521	5,686	5,857	6,033	6,214	6,400	6,592
Administrative Assistant I		5,360	5,521	5,686	5,857	6,033	6,214	6,400	6,592
N/A	Intermittent hourly rates	20.00/hr						105.64/hr	

* Salary increase for eligible employees occur on July 1, 2018.

** Includes regular, limited term and intermittent positions. Does not include any future positions that may be required due to grant/external funding. These positions will be approved as part of the grant/external funding process.

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

ATTACHMENT E

1.6 Employment Process

It is the Authority's policy to staff all positions in a fair and consistent manner. The ASD or other designee of the ED is responsible for recruiting, screening, testing, and referring all eligible applicants for regular employment in accordance with established state and federal legal guidelines and adopted policy. The ED may hire (as well as reclassify or promote) any position within the Agency's classification structure provided that s/he does not exceed the total authorized positions for that fiscal year and that funding is within the authorized appropriation. Board approval is required for any position(s) or funding that exceeds what has been authorized in the budget or by budget amendment (for example when the Agency receives external funds that may require additional staffing)

1.6.1 Recruitment and Selection Procedures

The employment process will be comprised of the following stages:

- A. **Vacancies** - A request to fill the vacant position along with all other pertinent data shall be prepared by the ASD in conjunction with the appropriate staff. A review as to the availability of in-house candidates for a vacancy shall also be conducted. The ED may make internal interim appointments subject to the needs of the Agency. In addition, subject to the needs of the Agency the ED may at his/her discretion offer a regular position to a limited term or intermittent employee if 1)a previously open recruitment had been conducted and the limited term or intermittent employee is currently serving in the position that is being converted to regular status, or 2) the incumbent has been serving in the position that is being converted to regular status for two years or longer and has acquired specialized knowledge and skills that would make an open recruitment process an inefficient use of Agency resources.

2.2 Salary Administration

The Authority's policy is to recognize and compensate employees for the work they perform within and beyond the normal work period. The Authority embraces the philosophy to pay fair and reasonable wages that will attract, retain and motivate qualified personnel to meet organizational goals and objectives.

2.2.1 Salary Adjustment Plan Design

The salary plan shall include all classifications in the Authority. Except for the ED, the salary structure shall consist of a salary range. Each range is established using salary control points that will be set to the appropriate labor market. In order to properly compensate employees, adjustments in salary shall be made as described below. Adjustments shall not be automatic, but require at least satisfactory performance. Effective July 1, 2018 the Agency adopted an eight step salary range.

An employee is eligible for a 3% "step" increase once a year or as indicated in his/her respective hiring letter, until s/he reaches the top of her/his respective salary range. For the first year of this plan, current eligible employees will be placed in the step that aligns closest to 3% increase (which may be more or less than 3% depending on their salary prior to the implementation of the step increase). For meritorious performance, the ED in consultation with the ASD, may award an employee a step increase sooner than the normal adjustment date or award a 6% increase provided that the increase does not exceed the top of range.

In addition, salary ranges will be adjusted as follows: The Agency will conduct a total compensation survey periodically but no sooner than every three years to enable the Board to assess whether compensation remains competitive with the market. The Programs and Administration Committee will be consulted in the survey development process to help determine salary range placements and other pertinent criteria. In the years between the surveys, salary ranges will be adjusted by the most currently available Consumer Price Index (CPI) - All Urban Consumers (San Francisco – Oakland- San Jose Area) as determined by the US Bureau of Labor Statistics (BLS), or a lesser amount if necessary to conform to the findings of the most recent total compensation survey. The Board will be asked to approve the salary ranges every year as part of the budget process.

Performance evaluations will be conducted at least annually. Any employee who does not maintain at least satisfactory performance shall be placed on a performance improvement plan (PIP). While on a PIP the employee will not be eligible for a general wage increase (CPI adjustment) or a "step" increase (if not at the top of her/his salary range). The employee will not be eligible for any retroactive adjustments once s/he is no longer on the PIP but will be eligible for a salary increase the following salary adjustment cycle assuming one is approved by the Board or the employee is not at the top of her/his salary range.

2.2.2 Changes in Status

- A. **Completion of Probationary Period** - All regular status employees shall serve a twelve (12) month employment probationary period.
- B. **Promotions** – Promoted employees shall be placed in the higher salary range and will be placed in the salary step that aligns closest to a 5% increase (but not to exceed the maximum of the new range) or the bottom of the new salary range, whichever is greater. If the employee moves from a non-exempt to an exempt position, the rules regarding overtime compensation and administrative leave for the new position will apply.
- C. **Compensation When Reclassified** – When an employee's position is reclassified to a higher level classification, or when a classification is assigned to a higher salary range, the employee will be placed in the salary step that aligns closest to a 5% increase (not to exceed the maximum of the new salary range) or the bottom of the new salary range, whichever is greater. If the employee moves from a non-exempt to an exempt position, the rules regarding overtime compensation and administrative leave for the new position will apply.

When an employee's position is reclassified to a lower paid classification and/or a lower paid salary range (generally due to a classification study), the employee shall retain her/his present salary but will not receive any general wage (CPI) increases until the employee's new salary range exceeds the employee's current salary.

- D. Voluntary Demotion** - Employees who are voluntarily demoted shall be placed in the new classification's salary range, at the same salary if it is within the new range. Salary will be adjusted if it is outside the new range. The new salary shall not exceed the maximum rate for the new, lower salary range, without approval of the ASD and ED.
- E. Involuntary Demotion** - Employees who are involuntarily demoted as a result of disciplinary action shall be placed in the new classification range and their salary may be reduced by placing them in the step which aligns closest to a five percent (5%) reduction from their present salary. However, their salary shall not exceed the maximum rate for the new lower salary range, without approval of the ASD and ED.

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DATE: May 23, 2018

TO: Waste Management Authority Board

FROM: Wendy Sommer, Executive Director

BY: Pat Cabrera, Administrative Services Director

SUBJECT: Public Hearing and Annual Adoption of Fee Collection Report for Household Hazardous Waste Fee

SUMMARY

At the May 23, 2018 WMA meeting, staff will give an overview and update on the Household Hazardous Waste (HHW) program and ask the Board to adopt the FY 2018-19 fee collection report as required by Ordinance 2014-01. Staff will also ask that the Board authorize opening the Livermore and Hayward facilities an additional day per week.

BACKGROUND

At the May 2014 WMA meeting, the Board adopted HHW Ordinance 2014-1: "Ordinance Establishing a Household Hazardous Waste Collection and Disposal Fee," which included a \$9.55 fee per residential unit. FY 18-19 will be the fifth year that the fee is collected and used to support existing and expanded activities at the four HHW facilities (Fremont, Hayward, Livermore, and Oakland). This fee, in combination with an HHW tip fee at the landfill and product stewardship savings, pays for the four facilities.

The fee also supports up to twelve one-day HHW events around the county per year. The permanent facilities and one-day events are operated under two Memorandums of Understanding (MOUs): one with the City of Fremont and one with the County of Alameda. Based on both actual participation data in FY 16-17 and projected data for FY 17-18 the City of Fremont is exceeding its goal of serving 13,000 households per year (by approximately 8% and 20% respectively). However, the County facilities are still below their collective goal of serving 66,000 households annually, although participation in FY 17-18 is projected to reach approximately 85% of its goal, up from approximately 80% in FY 16-17.

Increase in County Facilities Operations

Bill Pollock, Program Manager for the Alameda County Household Hazardous Waste program, is proposing opening the Livermore and Hayward facilities on Thursdays to both address capacity issues at the Livermore facility and to increase participation at the Hayward facility. As shown in

the attached letter from Mr. Pollock, the increase in staffing will total an additional \$180,000 in FY 18-19, which is still approximately \$230,000 lower than the County's reimbursement limit for the year. Staff is supportive of this increase in operations; however, pursuant to the terms of the MOU, Board approval is required for any changes to facility operating days or hours.

Fee change

Under the ordinance, a Fee Collection Report must be approved by the Board each year prior to placing the parcel fee on the Alameda County property tax roll. A proposed Fee Collection Report (FCR) was publicly noticed this month. The purpose of the notice of the proposed FCR is to allow residential property owners subject to the fee to provide updated information about the number of units on their property, since the fee applies to each unit. The 2018 Fee Collection Report includes changes that property owners have requested throughout the year and during the review of the 2018 Fee Collection Report. Staff has incorporated all requests for changes to the proposed FCR into the draft linked below. The Fee Collection Report lists all the parcels in Alameda County subject to the fee together with the fee amount for the parcel. The 2018 Fee Collection Report may be viewed at: <http://www.stopwaste.org/file/4816>. Please be aware that the file is very large and will take a while to download. Staff will have one copy available for review at the meeting.

The program is designed to have some surplus in the early years. The accumulated fund balance will support the program until the fee sunsets in 2024. The HHW fee ordinance calls for the fee to be adjusted each year beginning in FY 16-17, based on the HHW tip fee collected and product stewardship savings. Based on collections and savings in FY 16-17, the FY 18-19 HHW fee will be \$7.40 per residential parcel. Per the ordinance, the fee will reset to \$9.55 for the following fiscal year, but will again be adjusted downward *if* tip fee collections and product stewardship savings for FY 17-18 are found to have been higher than expected. The fee cannot be increased above \$9.55 except by amending the fee ordinance and complying with State laws concerning fee increases. The total HHW revenue for FY 18-19 is expected to be approximately \$7.0M including approximately \$4.3M that will be collected by the assessor. As previously discussed, the funds pay for the administration and implementation of the program, which includes StopWaste's costs for administration of the MOUs and outreach, operation of the four facilities and up to twelve one-day HHW events around the county.

RECOMMENDATION

Staff recommends the following:

1. That the WMA Board hold a public hearing on the Fee Collection Report and approve the Fee Collection Report for FY 2018-19, which includes adjusting the fee downward from \$8.46 to \$7.40 per unit for FY 2018-19.
2. That the WMA Board approve opening the Livermore and Hayward facilities on Thursdays as proposed by County staff.

Attachment: April 11, 2018 letter from Program Manager Bill Pollock



Alameda County Household Hazardous Waste Program, 1131 Harbor Bay Parkway, Mail Stop 51701, Alameda, California 94502-6540 PH 510/670-6460

April 11, 2018

Ms. Wendy Sommer, Executive Director
Ms. Pat Cabrera, Administrative Services Director
Alameda County Waste Management Authority
1537 Webster Street
Oakland, CA 94612

Subject: Proposal to increase household operating days at Livermore and Hayward HHW facilities.

The Household Hazardous Waste program's facilities are, pursuant to the 2014 MOU's open Wednesday through Saturday at the Oakland and Fremont facilities, and Fridays and Saturdays at the Hayward and Livermore facilities.

The program is moving steadily towards the goals set in the MOU of 60,000 households at the 3 county facilities but the Livermore facility is near capacity during the 2 days per week it is open. Hayward facility participation is recovering from last year's six month outage but still shy of its goals. At both facilities opening an additional day will help the program reach its goals, relieving the capacity issues at Livermore and increasing participation at the Hayward facility.

In order to open additional days the program will need a modest increase in staffing, 1 FTE technician and 1.2 FTE in temporary labor at an approximate cost of \$ 180,000. The program continues to operate below staffing levels outlined in the MOU and under the MOU's budget limits.

Opening an additional Thursday will require changing the Livermore small business day from bimonthly Thursdays to bimonthly Wednesdays. This should not unduly burden business customers in the Tri Valley area.

Regarding a board member's interest in modifying current operational schedules to include Sunday service: The program already provides Sunday service to approximately 4000 residents per year via one-day events. Shifting the permanent facility schedule to include Sundays would likely entail a protracted union clash, and may not result in an increase in participation over and above the current rates.

Sincerely

A handwritten signature in black ink, appearing to read "Bill Pollock". The signature is fluid and cursive, with the first name "Bill" and last name "Pollock" clearly distinguishable.

Bill Pollock
Program Manager
Alameda County Household Hazardous Waste program

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DATE: May 23, 2018

TO: Waste Management Authority Board

FROM: Wendy Sommer, Executive Director

BY: Justin Lehrer, Senior Program Manager

SUBJECT: 2018 Priority Setting

SUMMARY

This fall we will seek input from Board members and other stakeholders to update the Agency's strategic plan priorities and guiding principles. At the May 23 Waste Management Authority meeting, staff will seek approval on a proposed priority setting process and timeline.

DISCUSSION

Although our work is guided by the strategic plan adopted in 2010, identifying priorities helps focus the Agency's limited resources on the areas where we can be most relevant and helpful to our stakeholders, optimizing effectiveness and results. Our experience with the 2010 strategic plan has shown us that planning programmatic work for a 10-year horizon presents many challenges that have left us with mixed results. For example, implementing the Mandatory Recycling Ordinance has resulted in a spike of businesses getting recycling and organics service, and the direct measurement of what is in garbage cans has brought us a better understanding of the residential waste stream. However, elements such as the Franchise Task Force, Facilities Investments, "The Contest", some of the Product Decision Targets and Advanced Disposal Fee could not be implemented and/or did not achieve the results as originally intended. Shifting to a two-year planning horizon allows us to be strategic about our programs, but with a more flexible approach that allows the Agency to adapt to changing conditions.

In November 2016, the Waste Management Authority Board participated in the Agency's first priority-setting process. The culmination of this process was the adoption of a set of guiding principles that provide a decision-making framework for budgetary decisions.

This fall we will conduct priority setting again, seeking input from Board Members and other stakeholders. The desired end result is an update to the guiding principles that can be used to inform budget

development for the next two years (Fiscal Years 2019-20 and 2020-21). Staff found that these guiding principles work very well in ensuring that we stay on track and our work aligns with our goals, strengths, and current external conditions, as we continue to progress towards matching core expenditures with core revenues. We will continue the “less than 10% of good stuff in garbage” aspirational goal, supplementing it with the recently presented indicators and short term goals.

Process Overview

The priority setting process will include conversations with staff, Board members, member agency staff (TAC and City Managers), and input to be requested and/or already provided by waste and recycling industry representatives. The work will culminate in December with the Board approving a revised set of guiding principles. Elements include:

- Informational Presentations – Project updates have been taking place throughout the year and will continue on major activities and a number of timely topics to provide the Board with the background necessary for a thoughtful decision-making process.
- Stakeholder input – Staff will solicit input on the priorities and perspectives of member agency staff, haulers and recyclers through facilitated discussion.
- Internal input and research– Staff will draw from our knowledge as subject matter experts, assess effectiveness of current projects, and identify current directions in solid waste, sustainability and climate change. We will consider StopWaste’s current and potential roles going forward.
- Board Direction – In the form of a framework of guiding principles to help us navigate budget decisions for the next two years.

Proposed Priority Setting Timeline

May 23	WMA/EC	Introduce priority-setting process and timeline
June 14	P&A PC/RB	Info Item: Circular economy principles for materials management
July 12	P&A PC/RB	Info Item: Food Service Packaging and Marine Debris
August 21	Energy Council TAG	Energy Council Priorities Discussion
September 13	P&A PC/RB	Info Item: Discards Behavior and Markets
September	Staff TAC	Priority Setting Discussions
October	Staff TAC	Priority Setting Discussions continued

October 24	Energy Council WMA	Energy Council Priority Setting Agency Communications: approach and strategies
November 14	WMA/EC/RB Joint Meeting	Strategic Planning Workshop
December 19	WMA/EC	Adopt updated Priorities/Guiding Principles

RECOMMENDATION

That the Authority Board approve the priority setting process and timeline described above.

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DATE: May 23, 2018

TO: Waste Management Authority Board

FROM: Wendy Sommer, Executive Director

SUBJECT: Reappointment to the Recycling Board – Board member Jim Oddie

SUMMARY

Board member Jim Oddie from the City of Alameda has served one two-year term on the Recycling Board and is eligible for reappointment to a second two-year term. He has indicated a willingness to serve a second two year term. His current term expires June 21, 2018.

RECOMMENDATION

Staff recommends that the Waste Management Authority Board reappoint Board member Oddie to a two-year term on the Recycling Board ending June 21, 2020.

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June 2018
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	12	13	14 9:00 AM Programs & Administration Committee 1. Circular Economy Principles <hr/> 4:00 PM Planning Committee & Recycling Board 1. FY 18/19 Budget Adoption 2. Municipal Panel – Enclosures 3. Circular Economy Principles	15	16
17	18	19	20	21	22	23
25	25	26	27 3:00 PM Waste Management Authority and Energy Council Key Items: 1. Election of officers WMA 2. Election of Officers EC 3. Business Awards	28	29	30

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MEETING NOTES

Energy Council TECHNICAL ADVISORY GROUP (TAG)

Tuesday May 15, 2018 – 1:00 pm to 3:00 pm

Attendance:

City of Alameda: Maria DiMeglio (phone), Patrick Pelegri-O'Day
County of Alameda: Sophie McGuinness
City of Albany: Claire Griffing
City of Berkeley: Billi Romain, Rebecca Milliken (phone)
City of Dublin: Rebecca Parnes
City of Emeryville: Nancy Humphrey
City of Fremont: Chelsea Marcell (Civic Spark)
City of Hayward: Erik Pearson, Kate Byrne
City of Oakland: Shayna Hirshfield-Gold, Mukta Kelkar (Climate Corps), Ben Linthicum (Civic Spark)
City of Piedmont: Cody Erickson (Civic Spark)
City of Pleasanton: Derek Lee (phone)
StopWaste: Jennifer West, Miya Kitahara, Candis Mary-Dauphin, Ben Cooper, Karen Kho, Jeffery Liang
Guests: Dan Lieberman, EBCE

East Bay Community Energy Update by Dan Lieberman, Senior Manager, Account Services, EBCE

Demand response (“DR”) programs offer customers the opportunity to be compensated for energy reduction during peak hours of demand. PG&E’s program has 30k customers enrolled, and their program is not compatible with consumer choice energy service. Most CCAs have just enrolled these customers into CCA service, and let customers know that DR programs are not compatible.

- EBCE staff is proposing to the board to offer the same price signals, and these customers can participate in a program and get the same level of compensation that they would get under the PG&E program. This proposal would be a pilot for E19 and E20 accounts, larger commercial customers.
- Staff plans to offer a residential equivalent of the program later down the line.
- Many municipal accounts also have E-19 rate schedules that would be eligible for the program. If this proposal is approved tomorrow night, Dan will be sending letters to municipalities. No action means they will not be enrolled in the program. EBCE analysis shows most are losing money on PG&E’s program. Most CCAs do not address demand response.

Rate Updates

- 100% renewable energy option will be launched in November with Phase 2. Board will consider making option Green-E certified.
- Phase 2 launch for residential accounts is November. Three products available:

- Bright Choice – 85% GHG free and a 1.5% discount compared to PG&E rate.
- Brilliant 100 – 100% GHG free, same price as PG&E.
- Green-E option, price is 1 cent per kwh higher than PG&E/Brilliant 100 rate.
- CARE, Medical Baseline, FERA customers all have discount applied to whichever rate they start at. Customers on medical baseline do not pay PCIA. This is a mistake, and may be changed by CPUC. EBCE includes PCIA when comparing prices to PG&E.

Data for Local Governments

- In anticipation of requests for data on a jurisdictional level - Staff will report service-wide results to board tomorrow. Eventually, staff will report data for individual jurisdictions
 - Opt outs are below 1% today. A few key accounts have opted out. Two VIP accounts have opted out, after assuring that they would not. In these cases the 1.5% discount was not enough to account for perceived risk, with operations most sensitive to electricity reliability.
- Municipalities' deadline to opt up is June 6th.
- Hayward sustainability council voted to opt up to Brilliant 100, for phase 2. Hayward seeks data on opt out for Phase 1 to inform Phase 2.
- 15 accts/15% rule comes from the CPUC, and is a best practice. EBCE staff can aggregate up data until there is not a 15/15 problem. Future agenda item in July/Aug as there will be more data.
- Dan is happy to share any level of data attorney finds is sufficiently aggregated. Miya will share the gap analysis done with PG&E data for TAG jurisdictions.

Community CAC Meeting (5/14)

- No quorum, so there is no report from the group. New appointments expected 5/16/18.
- The CAC is interested in additional discounts for CARE customers
 - This can be done through a dividend approach: Monterey Bay charges at pg&e rate, and redistributes surplus.
 - Green-E questions

BayREN Regulatory Updates and Dashboard

Outreach – BAMBE (Bay Area Multifamily Building Enhancement)

- Outreach (13 cities) resulted in a sharp increase of TA in Alameda County.

Regulatory update

- The CPUC's Revised Proposed Decision (5/8/18) on the energy efficiency business plans addressed most of BayREN's concerns.
- BayREN's submitted business plan included expanded commercial, added municipal program, and a Water Bill Savings program expansion. Other existing programs were stable with growth over time – single family, multifamily, and Code & Standards.

- In the Revised Proposed Decision, BayREN got most of what they ask for
 - The municipal program (new) was denied, until evaluations of RENS occur
 - Expansion of commercial PACE activities approved.
 - Workforce standards requirements for contractors were removed
 - CPUC is requiring Joint Cooperation Memos between RENS and IOUs. These ensure no duplicative programs, RENS are filling a gap, serving HTR, activities IOUs do not intend to do, or pilot programs that can scale up.
 - RENS will not need to meet cost-effectiveness standards imposed on IOUs and CCAs.
 - Many comments addressed the way Hard-to-Reach (“HTR”) was defined.
 - The CPUC proposed that the entire Bay Area is not considered HTR, so Bay Area customers would meet 3 other criteria to be considered HTR – low income, rent/lease, non-native English speaker.
 - It would be too difficult for BayREN to design programs around such restrictive HTR criteria. BayREN will instead be focusing on filling gaps.
 - The budget will scale the Water Bill Savings program to be regional.
 - Codes and Standards activities will remain more or less status quo -- tell Jeffery topics you want covered. Berkeley -- REACH codes.
 - Municipal ZNE assistance available, with engineering analysis, spec sheets, more actionable results than EBEW MIT analysis.
 - Future item: Invite Karen Kristiansson (BayREN) to TAG meeting

CAP Updates & Metrics

Rebecca Parnes – Dublin, update on RFP

- Released April 2018, interviews & selection May 2018. Completed CAP by the end of 2019. Budget is \$75,000. Most proposals assume the city will be doing significant work.

Claire Griffing – Albany, update on RFP

- Released March 2018, interviews May 2018, selection June 2018. Budget is \$70,000, and community engagement done by city staff. Ideally completed in about a year.

Patrick Pelegri-O’Day – Alameda, Eastern Research Group selected

- Released RFP in December 2017, selected Eastern Research Group May 2018 – public sector consulting firm, work with EPA and NOAA. Alameda’s CAP is adaptation focused – reason for selection. \$300,000 budget, including CalTrans SB1 grant (¼ of budget). CAP development over one year, with staff/community outreach, some by community groups.

Oakland’s interim goal for CAP 2030 of 56% below 2005, goes to council next week. In 2009 adopted 2050 goal of 83% below 2005. Some groups want more community engagement before setting goal. Council is moving forward with engagement after goal is set.

CAP Metrics & Updates – Miya Kitahara, StopWaste

- TAG - tracking metrics that indirectly affect climate, not just GHG emissions.

- Miya has been seeing what exists, and shared a few promising resources.
 - MTC's Vital Signs
 - Good for trends and information for planning, but less for an inventory.
 - It uses census data and provides trends on county level.
 - Urban Footprint is free for CA cities, by the Strategic Growth Council
 - It is free for one user/agency for one year.
 - Urban Footprint is a land use tool that helps analyze types of land use and buildings for the city showing impact. It is a scenario planning, analytics tool.
- SB150 directs local govts to look at middle level data instead of just GHG emissions
- C-40 and Kinesis show macro data, and bottom-up data with correlations – for example, bike sharing, and the reduction of VMT.
 - Regional data would be helpful, as cities cannot track this data regularly.
 - Miya is asking Kinesis what the cost would be
 - Vital signs does not have building specific data. Kinesis is more nimble.
 - Comparison between Kinesis and VitalSigns?
 - Cities could work to get funds for Kinesis, for more than one year, as extended use would be better.
 - Data needed on the city level, with a regional arrangement?
 - Future agenda item: a demo of Vital Signs, Urban Footprint, and Kinesis

BAAQMD Proposals Re-cap

- StopWaste
 - Marin County/StopWaste submitted a proposal on embodied carbon in concrete. Significant industry support. The grant provides technical support to jurisdictions.
 - BayREN/StopWaste proposal on regional market transformation for heat pump water heaters, including midstream incentives. Homeowner education component.
- Fremont submitted a proposal on deep decarbonization of buildings and fleets using distributed energy resource solutions. Reach out to Rachel DiFranco for more info.
- Others: Emeryville was interested in City Hall glazing and streetlight EV chargers, but decided against it, because of costs and additional considerations.

Member Round Table and Updates

- Piedmont: City Council is planning vote to opt up to Brilliant 100 (EBCE). Street poles that combine LED lighting and WiFi pilot.
- Oakland: Timely community engagement process is important for CAP development. She proposes TAG host ongoing group conversation sharing strategies around engagement, and identifying areas for collaboration. Writing EV action plan. Berkeley, too. Based on CURB

report, shifting vehicles to electric is a top 5 strategy. Sierra Club magazine Mr. Green column not good, failed to support electric stoves.

- Dublin: Would like increase community members participating in CAP engagement processes.
- Albany: CAP 2.0 prioritized, with other CAP activities on hold. Five EV charging stations to be installed in all 4 City parking lots. Home Energy Score pilot on 20 homes. Considering a voluntary assessment program, but sustainability committee has paused pilot for now. Recommendation to opt up residential to Brilliant 100 (EBCE). Wes Sullens (USGBC) will address sustainability committee in June on REACH codes.
- Berkeley: EV Strategic Plan so as not to just address higher income needs. The plan looks at equity, re new EV technologies. Data: Working with attorneys to address 15/15 rule. The city fears it will be worse with both PG&E and CCAs. HES: Looking into evaluating time of sale policy, and benchmarking implementation.
- Alameda: Get youth involved in the CAP public engagement process. Recommendation to authorize PACE providers operating in the rest of Bay Area. Moving to all EV Fleet for Municipal with a grant. Working on a smart street lights program. Greener dream home event to display what residents can do to electrify, insulate, EV charging, etc. on 5/17/18.
- Fremont: 7 week High School competition for students recruiting 1500 households for Green Challenge. Organizing a HS club to sustain this work. Chelsea Marcell (Civic Spark) will present on this at the SEEC forum 6/20 or 21. Working on USDN social behavior for change campaign.
- Hayward: Getting CalTrans planning grant (SB1) for a shoreline master plan. Sustainability Planning meeting, discussed EBCE and PACE programs, with CSCDA improvements. California First sent a C&D letter to contractors. The Committee is recommending to cancel providers that have not signed RCSA.
- Emeryville: PACE: Mayor is unhappy; Emeryville is only in CSCDA. Council is looking into pulling out of some or all providers. UUT: Looking at adjustments. Berkeley, Albany and Oakland have resolutions to look into. The city received a technical assistance grant from MTC to look at uses of curbs - 60 uses!
- Alameda County: Looking at addressing adaptation and resiliency
- Pleasanton: Looking into leaf blower bans. Welcomes more info.
- Alameda GSA is doing a roundtable on CAPs and procurement policies – late May 2018
- SEEC Forum 6/20-21: Derek, Nancy, Rebecca, Chelsea, Billi, Jeffery, Derek, Jennifer

Updates

- Moving July TAG meeting from July 17 to July 24
- Carbon Sequestration and Adaptation (July 2018)
- City of Alameda presentation on Adaptation and Carbon Sequestration (July 2018)

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BRIEF

China halts all US scrap imports for 1 month in surprise move

By Cole Rosengren • May 4, 2018

Dive Brief:

- The Chinese government has suspended China Certification and Inspection Group (CCIC) North America for one month, halting inspections and certificate issuance from May 4 through June 4, according to a notice from the Institute of Scrap Recycling Industries.
- The Chinese government will continue to accept shipments sent before May 3 that contain CCIC certificates, but without guarantee of entry. Those shipments will be subject to 100% inspection that could include further lab testing, which may cost upward of \$20,000, according to Recycling Today.
- Because CCIC NA is believed to be the only pre-shipment inspection company to receive an import license since February, this effectively shuts down all scrap exports to the country. In a statement, ISRI said "there is no doubt this will severely impact U.S. scrap exports to China" and pledged to work "aggressively" on learning more.

Dive Insight:

This is the latest, and perhaps most direct, escalation in China's crackdown on the scrap trade since its initial ban of 24 select categories in July 2017. In the months since, the country's new 0.5% contamination standard for all materials, and ban on mixed paper and plastics, has roiled recycling markets around the world. Multiple U.S. states continue to feel the effects and the industry's largest companies have begun talking about ways to change their business models as a result.

While this is all still very unsettled, there had been a sense that the situation may have begun to improve in April and a new normal might be setting in. Companies are finding some new markets in Southeast Asia and remained hopeful that China would change course after the price of buying virgin pulp grew too steep. Based on this news — and last month's announcement

of a ban on 32 other industrial scrap categories — it's hard to tell whether such optimism is still going to pan out.

National Waste & Recycling Association President and CEO Darrell Smith said the news was a concern, and that companies needed more time to respond. However, he still maintained the upbeat tone he's been projecting on the issue.

"I remain optimistic that the waste handlers in the United States will find solutions to this bump in the road as they investigate new markets, develop new technological innovations, encourage new uses domestically for recyclables, and use this as an opportunity to educate the American people about the importance of getting the trash out of the recyclables stream," he said in a statement emailed to Waste Dive. "The American people love to recycle, and the market will find a way."

The Solid Waste Association of North America said it was in contact with the relevant federal agencies about this issue and was also very concerned.


"I wonder whether it is a coincidence that the Chinese shut down CICC the same week that Treasury Secretary Mnuchin, USTR Robert Lighthizer and White House Trade Adviser Peter Navarro are in Beijing for bilateral trade negotiations with high-level Chinese officials. As I stated at last week's Investors Summit, I am concerned that the recycling issue is caught up in larger trade conflicts between China and the United States," CEO David Biderman wrote in an email to Waste Dive.

With so many changes at play around tariffs and other trade restrictions, the scrap industry may not be able to escape the mounting political tensions between Washington and Beijing. Before this news, China had already cut back its scrap imports precipitously, and even all of the Southeast Asian markets combined weren't seen as big enough to fill that demand.

Now that options have been further limited, more stockpiling, temporary disposal, program changes and processing price increases may be on the horizon for U.S. recyclers in the months ahead.

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China chaos lifts U.S. fiber giants – for now (<https://resource-recycling.com/recycling/2018/05/08/china-chaos-lifts-u-s-fiber-giants-for-now/>)

Posted on May 8, 2018

by Colin Staub (<https://resource-recycling.com/recycling/author/colinstaub/>)

China's import shifts have meant plummeting OCC prices, a fact that's been a boon to the bottom line of U.S. mill owners. But paper executives aren't expecting the scenario to necessarily become the new norm.

Resource Recycling analyzed recent quarterly earnings calls from six of the largest publicly traded recovered fiber consumers in North America: Cascades, Graphic Packaging, International Paper, Packaging Corporation of America, Sonoco and WestRock.



These companies consume millions of tons of recovered fiber annually. Old corrugated containers (OCC), which they use in large volumes to produce new containerboard, account for much of the mill operators' recycled-material purchasing. But they also consume other grades in smaller amounts.

As [Chinese import changes](https://resource-recycling.com/recycling/2018/02/13/green-fence-red-alert-china-timeline/) (<https://resource-recycling.com/recycling/2018/02/13/green-fence-red-alert-china-timeline/>) have unfolded over the last nine months, OCC prices [have fallen considerably](https://resource-recycling.com/recycling/2018/04/10/what-depressed-occ-means-for-the-recycling-industry/) (<https://resource-recycling.com/recycling/2018/04/10/what-depressed-occ-means-for-the-recycling-industry/>). And according to executives on the earnings calls, domestic mill operators have enjoyed the fallout, with some seeing millions of dollars worth of feedstock savings during the first quarter of 2018 alone.

The National Sword initiative from China has also left huge tonnages of mixed paper looking for a home. While U.S. mills currently take in relatively small tonnages of this mixed material, at least one company has started making significant investments to start handling more.

At the same time, leaders say they likely have a limited window of opportunity to take advantage of significantly boosted recovered fiber supply. That's because demand for fiber packaging globally seems destined to continue to grow, so the economic balance will likely be restored sooner rather than later.

It's important to note that the paper executives made their comments before China's May 3 announcement that it was [implementing a month-long shutdown of China Certification and Inspection Group's North American arm](https://resource-recycling.com/recycling/2018/05/08/sword-takes-another-big-swipe-at-u-s-scrap-exports/). (<https://resource-recycling.com/recycling/2018/05/08/sword-takes-another-big-swipe-at-u-s-scrap-exports/>) a move that is expected to freeze U.S. scrap shipments to China over the coming weeks.

OCC prices generate savings, surplus fills mills

The profit benefits being seen by fiber companies amid low OCC pricing were most clearly articulated by Graphic Packaging, which produced nearly 1.1 million tons of containerboard at five domestic mills in 2017.

In the first quarter of 2018, Graphic saw its recycled fiber costs drop \$3 million, Stephen Scherger, senior vice president and chief financial officer, said during an [April 24 call](https://seekingalpha.com/article/4165388-graphic-packaging-holdings-gpk-ceo-michael-doss-q1-2018-results-earnings-call-transcript?part=single) (<https://seekingalpha.com/article/4165388-graphic-packaging-holdings-gpk-ceo-michael-doss-q1-2018-results-earnings-call-transcript?part=single>).

Graphic manufactures containerboard entirely from recovered fiber. It buys about 1 million tons of secondary fiber per year, half of which is OCC and double-lined kraft paper. Executives noted that if OCC was to stay at its current price of \$75 per ton for the entire year, the company's total 2018 OCC expenditure would come in a whopping \$20 million below initial projections.

Meanwhile, a leader at packaging producer Cascades, which consumes more than 2.4 million tons of a variety of recovered fiber grades annually at its North American mills, said the price situation for recycled feedstock could even get better.

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The latest recycling industry news

Court rules WM mixed-waste plant can move forward (<https://resource-recycling.com/recycling/2018/05/08/court-rules-wm-mixed-waste-plant-can-move-forward/>)

“OCC has been in abundant supply in North America, even during February, when generation is typically at its slowest,” said Luc Langevin, president and chief operating officer, in the company’s [March 1 earnings call](https://www.cascades.com/media/multiuploader_images/24/39/25/RetranscriptionQ42017_1.pdf) (https://www.cascades.com/media/multiuploader_images/24/39/25/RetranscriptionQ42017_1.pdf). “Near term, OCC pricing could potentially continue to decline. This is certainly good news for Cascades as a whole.”

Barry Saunders, senior vice president and chief financial officer for Sonoco, said his company is anticipating OCC prices falling another \$10 in May.

But while China’s National Sword policy has given domestic OCC buyers plenty to smile about, executives noted the profitability equation is nuanced.

For example, Cascades and some other players in the sector also operate materials recovery facilities. And the lowered OCC pricing is hurting revenue of the recycling side.

“Inventories are very good at our mills, but it will make it harder for the recovery sub-segment to replicate last year’s outstanding Q1 performance,” Cascade’s Langevin said.

And for some end users, other market factors countered the low feedstock prices. For instance, WestRock, Graphic Packaging and International Paper all said increased costs from the [tight freight market](https://resource-recycling.com/recycling/2018/01/23/freight-market-drives-costs-industry/) (<https://resource-recycling.com/recycling/2018/01/23/freight-market-drives-costs-industry/>) nearly offset the savings they have enjoyed from lower OCC costs.

Absorbing mixed paper

As China’s import policies continue to affect global flows of recycled fiber more significantly, a major question mark is whether mills in the North America will be able to take in loads of mixed paper. This material has of late been reported to have [virtually no value](https://resource-recycling.com/recycling/2018/04/10/markets-continue-to-hobble-paper-values/) (<https://resource-recycling.com/recycling/2018/04/10/markets-continue-to-hobble-paper-values/>) for MRF operators because China made up such a significant portion of global demand, and the country has shut off that flow entirely.

In the plastics recycling sector, there have been recent reports of domestic reclaimers [adjusting to take in material](https://resource-recycling.com/plastics/2018/01/31/e-plastics-market-shift-spawns-domestic-processing-plant/) (<https://resource-recycling.com/plastics/2018/01/31/e-plastics-market-shift-spawns-domestic-processing-plant/>) that was previously destined to China as well as news of [processors from China angling to open operations](https://resource-recycling.com/plastics/2018/04/04/chinese-firms-open-up-on-their-u-s-recycling-plans/) (<https://resource-recycling.com/plastics/2018/04/04/chinese-firms-open-up-on-their-u-s-recycling-plans/>) in North America.

Could a similar phenomenon unfold in mixed paper? Fiber executives said it would be an uphill climb.

Mark Kowlzan, CEO of Packaging Corporation of America (PCA), pointed out that fiber feedstock is just one component of the cost for a facility, and that labor, energy and transportation also have to be factored in when considering conversions or new investments.

“You have a significant number of costs that have to go into the analysis to tell somebody whether they can make a project make sense financially,” Kowlzan said. “And so, you have to believe that with the lack of conversions so far that have truly taken place that the math just doesn’t work in many cases.”

Nonetheless, Sonoco says it is set to spend millions of dollars to absorb some of the flood of material no longer headed for China.

“We’re making investments in our mill system so that we can take advantage of more loose paper,” Sonoco CEO Robert Tiede said in an [April 19 call](https://sonoco.gcs-web.com/static-files/be3a9073-3403-4752-8d55-be352c188c87) (<https://sonoco.gcs-web.com/static-files/be3a9073-3403-4752-8d55-be352c188c87>). He noted Sonoco “made a strategic decision to invest \$60 million to \$70 million into our mill system.”

The company has invested in “best-in-class machines,” he said. Work on those improvements is already in progress, he said, but it is part of a wider three-year process for the company to improve its mills throughout North America.

The company anticipates the improvements will generate \$25 million in net earnings over the next three years.

‘We’re going to see [China] come back’

Company leaders avoided making too many cut-and-dry predictions on material pricing, pointing to China as a wild card that could change things at any time.

“You have a market which has that significant a player impacting prices; it’s just hard to see where prices are going to go,” said WestRock CEO Steve Voorhees on an [April 27 earnings call](https://seekingalpha.com/article/4167071-westrock-companys-wrk-ceo-steve-voorhees-q2-2018-results-earnings-call-transcript?part=single) (<https://seekingalpha.com/article/4167071-westrock-companys-wrk-ceo-steve-voorhees-q2-2018-results-earnings-call-transcript?part=single>). “So we’re going to stay flexible and be able to adapt where the market goes.”

But many of the fiber executives did say they expect the current supply and demand phenomenon to be relatively short lived.

Tiede of Sonoco hypothesized that recovered fiber shipments would eventually rise back up as the Asian giant’s manufacturing sector demands additional feedstock to meet increasing capacity.

A legal petition seeking to block a major Waste Management trash-sorting facility in the San Francisco Bay Area has been denied.

‘Sword’ takes another big swipe at U.S. scrap exports (<https://resource-recycling.com/recycling/2018/05/08/sw-takes-another-big-swipe-at-u-s-scrap-exports/>)

China has ratcheted up inspection requirements for recyclables imported from the U.S., requiring every load to be opened for inspection and shutting down the only organization providing pre-shipment approval in the U.S.

Municipalities and others shine a light on compost (<https://resource-recycling.com/recycling/2018/05/08/municipalities-and-others-shine-a-light-on-compost/>)

Each year in early May, compost advocates globally join their voices during International Compost Awareness Week.

Mandatory packaging policies delayed in California (<https://resource-recycling.com/recycling/2018/05/08/mandatory-packaging-policies-delayed-in-california/>)

California officials will slow their process of crafting mandatory recycling rules for packaging, citing upheavals caused by China’s import restrictions.

Report: Gasification yields improve with plastic feedstock (<https://resource-recycling.com/recycling/2018/05/08/report-gasification-yields-improve-with-plastic-feedstock/>)

Adding recovered plastics to biomass in a gasification process can increase the quality and volume of the end product, according to an industry-funded study.

SWANA: 23 collection worker deaths in 2017 (<https://resource-recycling.com/recycling/2018/05/01/swana-23-collection-worker-deaths-in-2017/>)

Collection-related fatalities made up nearly two-thirds of all waste and recycling industry deaths last year, according to figures from the Solid Waste Association of North America.

Company moves forward on \$90 million beneficiation plant (<https://resource-recycling.com/recycling/2018/05/01/company-moves-forward-on-90-million-beneficiation-plant/>)

A glass recycling company backed by a billionaire is betting big it can significantly lift U.S. glass recycling through the use of technology and rail transportation.

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"As I think about China in totality, I think about the thirst of those new machines that are going in and the magnitude of input that has to go in there," Tiede said. "I've got to believe that over a period of time, we're going to see them come back into the marketplace."

Glenn Landau, senior vice president and chief financial officer of International Paper (IP), predicted on IP's April 23 earnings call (<https://seekingalpha.com/article/4166486-international-paper-ip-q1-2018-results-earnings-call-transcript?part=single>) that there will be "strong demand for recovered fiber" in the future. That prediction, he noted, assumes that global growth continues, because corrugated box packaging will play a large role in facilitating that commerce growth.

The American Forest & Paper Association told Resource Recycling that its 2017 projection for U.S. containerboard capacity was 38.4 million short tons, slightly up from the actual 2016 capacity of 38.2 million tons.

Landau said the sector's growth will place pressure on OCC over time. Ultimately, that would logically lead to a more valuable commodity, IP Chairman and CEO Mark Sutton noted.

"If you believe in global growth of fiber based packaging, then you understand that OCC is going to become more and more valuable," Sutton said.

Thomas Hassfurther, PCA's executive vice president of corrugated products, said that Chinese manufacturers are going to have to continue obtaining fiber to run their paper mills, "one way or another." China has a few options to do so, he said. The country can relax import regulations to allow more OCC in, or mills can pay more to suppliers to facilitate capital improvements for recycling facilities, allowing them to produce higher quality product.

Alternatively, Chinese mills can buy more linerboard, which is used in containerboard manufacturing. Producers can buy finished linerboard instead of consuming OCC to create it themselves, but doing so adds considerable expense. Hassfurther said this is definitely happening, as linerboard imports are up substantially.

China is also working to bolster its own domestic collection system, but Hassfurther pointed out OCC collected inside China is selling for about four times the price of U.S.-imported material.

Whichever route proves most popular, Hassfurther said he sees the current market as temporary.

"I think it's bound to go back up, but impossible for me to predict," he said. "I just think that it will find its level and it will level out at a certain point that makes sense for all the parties that are involved."

Sonoco's Tiede said his company expects OCC prices and exports to China will be down "lower for longer" compared with previous market disruptions. But he also noted that the last time he made a forecast on OCC prices, it was proven wrong the next day.

Some of the information for this article was gleaned via call transcripts made available by the fiber companies, and other details were obtained through market reporting outlet Seeking Alpha. Fiber expert Bill Moore of Moore & Associates provided a list of the largest recovered fiber consumers in North America.

Photo credit: ja images/Shutterstock

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RECYCLING > BUSINESS

The 50th Anniversary of Curbside Recycling

A look at how curbside recycling has evolved over the years.

Chaz Miller | Apr 13, 2018

Fifty years ago, curbside recycling was reborn. The American Paper Institute gave a grant to the city of Madison, Wis., to test the collection of newspapers from the

curbside. When the first bag of papers was collected, Madison joined San Francisco, whose World War II collection program had never stopped.

Curbside recycling was quite different back then. Newspapers were placed in paper grocery bags and left next to the garbage on collection day. They were then put in racks underneath the body of the garbage compaction unit and offloaded at what passed for a transfer station in those days. But what happened in these two programs—one quite old, one brand new—led to the multi-material curbside recycling that exists today.

Rack collection programs had obvious problems. The racks would often fill up before the compaction unit. Buyer specifications were stringent. Paper was supposed to be dry and could not include “rotogravure” paper (the clay-coated Sunday magazines that came with newspapers back then). The first recycling bin—created for the TreeSaver program in University City, Mo., in the early 1970’s—featured an extended side. If it was raining on collection days, residents were told to place their bin on the ground with the long side on top acting as a rain cover.

Curbside collection grew slowly but steadily from those modest beginnings. Within a decade, more than 200 cities collected recyclables separately from garbage. Most of them only collected newspaper; however, the first multi-material program began in Newton, Mass., in 1975. The next year saw a U.S. Environmental Protection Agency grant to test a “compartmentalized” recycling collection truck in Somerville and Marblehead, Mass. By 1987, when the garbage barge created intense interest in recycling, more than 600 cities were collecting recyclables at the curbside. Their experiences provided invaluable lessons for the thousands of programs launched in the wake of the barge.

Curbside recycling is the child of two very different parents. Citizen activists and environmentalists have long advocated in favor of recycling and then in favor of

expanding those programs. Their passion usually exceeds their understanding of the business of recycling and what it takes to get people to recycle right. Yet, they have been politically effective in promoting additional recycling.

Businesses needing raw materials are the other parent. Garden State Paper, in particular, deserves the credit for launching the modern recycling movement. That company, created by Richard Scudder, the publisher of the *Newark Evening News*, invented a technology to make new newsprint out of old newspapers. Its first newsprint mill opened in Garfield, N.J., in 1961. By the end of the decade, it also had mills in Alsip, Ill., and Pomona, Calif.

Garden State's motivation to promote curbside collection was simple. The company wanted a more consistent supply of raw materials—old newspapers—than it was receiving from the traditional scrap recycling industry. It constantly advocated on behalf of new, local curbside programs so that it could get raw materials. More than half of the curbside programs in the late 70s were close to one of the Garden State mills.

Richard Scudder and Garden State Paper were the original recycling market development task force. They saw curbside programs as a viable raw materials supplier. I suspect they were responsible for the grant to Madison. Industries that want to use “used” materials as a feedstock have always been the heart of recycling. Without them, all the efforts of the activists and environmentalists come to naught. With them, recycling has a chance to succeed.

Today's market crisis over the decision of the Chinese government to restrict imports of recyclables is both nothing new and something we've never experienced. The collapse of market prices is old hat. Down markets are always followed by up markets—the only issue is when. A national government creating its own non-mill-based specification for imported recyclables is new. That decision will eventually be tempered by the need of Chinese paper and paperboard mills for

affordable raw materials. Whether that will take a year or two or longer, I can't predict.

Modern recycling's worst market collapse occurred in the early 90s. The curbside programs so eagerly desired by activists and environmentalists exploded in number to such an extent that existing markets were swamped. Prices collapsed and stayed down for several years. However, industries saw opportunity in all of those potential raw materials. In a 1993 issue, *Recycling Times* newspaper had a two-page list of capacity expansions and new mills using recycling paper. By 1995, prices were booming as those new end users were vigorously competing for raw materials.

We will see the same reaction this time as manufacturers see the raw materials available in our recycling bins. But we need to clean up our act. Manufacturers want raw materials, not trash. Let's get back to the basics. Let's focus on the majors—paper, metals, polyethylene terephthalate and high-density polyethylene plastics—and not on the minor contributors to the waste stream (do we really need to bother materials recovery facilities with coffee cups?). Let's reemphasize the necessity of providing raw materials that end users want to buy. Let's figure out a workable solution for glass containers. And, if we really want to increase recovery, let's get serious about organics. If we do, we also need to get realistic about siting composting and anaerobic digestion facilities and finding end markets.

Garden State Paper no longer exists, as it was a victim of the decline of the newspaper industry. Nonetheless, its contribution to modern recycling is immense. Its vision and hard work, along with the dedication and hard work of those activists and environmentalists, took root. Recycling went from 8 million tons in 1970 to almost 90 million tons. Through all of these years, one fact has not changed: Without markets, recyclables have nowhere to go. Let's learn that lesson and move forward.

Chaz Miller is a longtime veteran of the waste and recycling industry. He can be reached at chazmiller9@gmail.com .

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BRIEF

How Sacramento County, CA plans to fix recycling without raising rates

By **Cole Rosengren** • April 12, 2018

Dive Brief:

- California's Sacramento County began testing a new "curbside enhancement program" in two areas this week, after seeing recycling contamination rates so high that loads from certain routes may be taken straight to landfill. About 10,000 households will receive door hangers with guidelines. Half will also receive new blue recycling carts — part of an existing replacement plan — with additional education.
- The county also has plans to do cart inspections during the summer. Doug Kobold, waste program manager, estimates enforcement could cost up to \$500,000 and outreach \$330,000 for all 150,000 households serviced in the unincorporated area. The initial investment for this pilot will be around \$200,000 for the carts (which would eventually be replaced anyway) and an additional \$20,000-30,000 on educational materials.
- Now that the county's recycling program has gone from generating \$1.2 million in annual revenue to costing at least \$1.1 million, Kobold considers this initial funding "money well spent." Sacramento County doesn't have any immediate plans to raise rates, even as its processing costs have risen under new short-term contracts.

Dive Insight:

California's recycling challenges have garnered less attention than others out west, but the state has not been immune to

commodity shifts. Last fall, Waste Management paid \$250,000 to get out of a county processing contract with a floor price. Recycling Industries was in a similar position, though couldn't afford to buy out of its contract in the same way and ended up working out a settlement in December.

Alex Oseguera, area vice president for Waste Management, said his company's move came after months of discussion and advance notice. He viewed this decision as "the tip of the spear" for what was to come with local officials adjusting to the new market realities. While the company has since resumed taking county material under a new arrangement, Oseguera believes a lot of work remains.

"I think that we're in the middle of a crisis. We are looking for avenues with the different municipalities that we serve to find solutions for that," he said.

Sacramento County is also contracting with local company Cal-Waste Recovery Systems, which could not be reached for comment. The county has a third contract with San Jose-based GreenWaste Recovery, but is currently electing to handle material locally rather than pay transport costs for material that might be rejected for high contamination rates.

Like other local governments, Sacramento County's hope is to strengthen regional processing capacity and domestic markets. Cal-Waste expressed an interest in possibly opening a new local MRF during a Feb. 6 county board hearing, but said a long-term commitment would be needed to put up the necessary capital. State assistance is also seen as a possibility, and a pending bill could deliver \$100 million for recycling infrastructure.

Based on moves by other local governments in California and elsewhere, some believe price increases have to be on the table.

"Everyone that I'm talking to is saying that in order to continue to move material, costs are going to have to increase and we're going to have to come up with a means of passing those costs

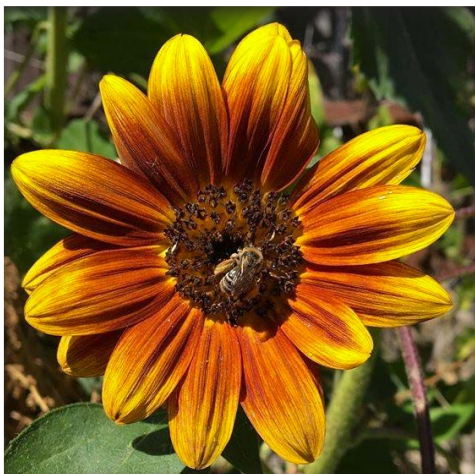
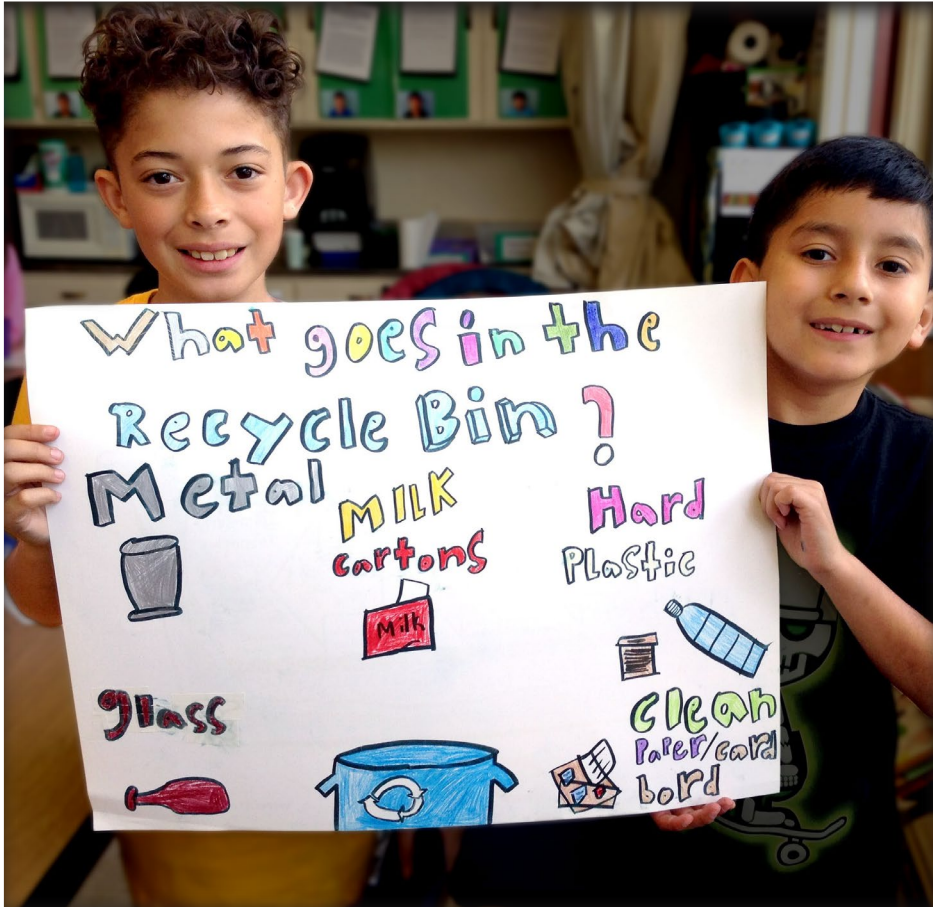
along to residential and commercial ratepayers," said Mark Murray, executive director of Californians Against Waste.

Murray said Sacramento County's stance is different than the City of Sacramento and others which have been willing to adapt long-term agreements. He believes local governments need to step up their efforts to combat wishful recycling and that the state's recycling rates could be affected in the meantime.

Kobold said the county has sufficient reserves to bear these costs for now and rate increases would be a hard sell among county supervisors or their constituents. Sacramento County is also fairly unique in that it owns and operates a transfer station and landfill with some of the lowest tip fees in the region. Yet per state law, the county can't profit from this site, so raising fees to counteract current recycling costs isn't an option, and curbside rates have historically stayed low.

"I have proclaimed in the past that we are our own worst enemy when it comes to recycling, but we also have no choice because we're a government entity," said Kobold, adding that the environmental benefits are still a top priority. "This is not a simple thing."

STOPWASTE



ANNUAL BUDGET

Fiscal Year 2018-19

ABOUT THE AGENCY

StopWaste helps Alameda County's businesses, residents and schools waste less, recycle more and use water, energy and other resources efficiently. We're a public agency governed by the Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board, and the Energy Council.

Since 1976, we've been helping Alameda County residents, businesses, schools and public agencies increase recycling, reduce waste, and conserve resources. With local partners, we helped launch the green building movement in California and organized one of the first and largest food scrap collection programs in the country.

Our work helps people make better decisions everyday about the products they buy, the resources they use, and what they throw away.



BOARD MEMBER ROSTER

WASTE MANAGEMENT AUTHORITY (ACWMA)

County of Alameda	Keith Carson
City of Alameda	Jim Oddie
City of Albany	Peter Maass
City of Berkeley	Kriss Worthington
Castro Valley Sanitary District	Dave Sadoff, First Vice President
City of Dublin	Melissa Hernandez
City of Emeryville	Dianne Martinez
City of Fremont	Vinnie Bacon
City of Hayward	Sara Lamnin
City of Livermore	Bob Carling
City of Newark	Michael Hannon, President
City of Oakland	Dan Kalb
Oro Loma Sanitary District.	Shelia Young
City of Piedmont	Tim Rood, Second Vice President
City of Pleasanton	Jerry Pentin
City of San Leandro.	Deborah Cox
City of Union City	Lorrin Ellis

SOURCE REDUCTION AND RECYCLING BOARD

Environmental Organization	John Moore
Environmental Educator	Toni Stein
Recycling Materials Processing Industry.	Bernie Camara
Recycling Programs	Jillian Buckholz
Solid Waste Industry Representative	Vacant
Source Reduction Specialist	Sarah Vared, First Vice President
ACWMA	Peter Maass, Second Vice President
ACWMA	Dianne Martinez
ACWMA	Jim Oddie, President
ACWMA	Sara Lamnin
ACWMA	Tim Rood

ENERGY COUNCIL

County of Alameda	Keith Carson
City of Alameda.	Jim Oddie, First Vice President
City of Albany	Peter Maass
City of Berkeley	Kriss Worthington
City of Dublin	Melissa Hernandez
City of Emeryville	Dianne Martinez, President
City of Fremont	Vinnie Bacon
City of Hayward	Sara Lamnin
City of Livermore	Bob Carling
City of Newark	Michael Hannon
City of Oakland	Dan Kalb
City of Piedmont	Tim Rood
City of Pleasanton	Jerry Pentin
City of San Leandro.	Deborah Cox, Second Vice President
City of Union City	Lorrin Ellis

TRANSMITTAL LETTER

Board Members & Constituents:

We welcome this opportunity to share with you and our partners the work we do, where our money comes from and how we spend it. Since our revenues are tied to landfill tonnages, we expect them to decline over time. However, we remain in a sound financial position and in Fiscal Year 2017-18 were able to pay down our unfunded pension liability, bringing us to a position of nearly 90 percent funded. This will provide significant savings in the years to come by reducing our annual contributions.

Our funding and staffing have placed us in a solid position to implement the waste reduction and energy-related programs that are critical to Alameda County's residents, businesses and schools. These programs include an expanded reusable bag law that covers all stores and eating establishments in the county, an outreach campaign focusing on reducing wasted food at home and food recovery at schools, and implementing the mandatory recycling ordinance at businesses and multi-family buildings spanning nearly the entire county.

This proposed budget includes core fund balances and reserves that total \$17.4 million, which is equivalent to more than 1.6 times our core budget. We continue to live within our means and are making annual progress towards matching core expenditures with core revenues. We expect an alignment of core expenditures to core revenues by FY 20-21. We also continue to build on recent successes with obtaining external funding as a way to provide a comprehensive suite of programs without having to implement new fees.

Last year we completed a priority setting process to focus our efforts through the end of 2018. The Board adopted a set of guiding principles that reinforced our commitment to preventing organic waste with a greater emphasis on "reduce" in the waste reduction hierarchy of reduce, reuse, recycle. This upstream approach is especially relevant given China's recent National Sword policy, that has quickly altered recycling markets for paper and plastics. Global changes are affecting our local programs. As a result, we are re-emphasizing what residents and businesses can do to keep recycling streams clean, and how to reduce waste in the first place—especially paper—so that there is less of it to manage.

This fall we will once again engage with the Board to update our priorities through 2020, bringing us to the end of the 10-year strategic plan adopted in 2010.

In closing, we want to say goodbye to Dublin Vice-Mayor Don Biddle who passed away earlier this year, and recognize his many years of service on our Board. Don was a true public servant and will be remembered fondly for his warmth and dedication to our mission and his community.

Wendy Sommer, Executive Director



ACKNOWLEDGEMENTS - FY 18-19 INTEGRATED BUDGET

SUBMITTED BY:

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Meghan Starkey, Senior Program Manager

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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I. PROGRAM OVERVIEW

I. PROGRAM OVERVIEW

GUIDING PRINCIPLES, GOALS, AND INDICATORS

Our budget and work plans each year are primarily guided by the Agency's Strategic Plan 2020, adopted in 2010, focusing on efforts where we can achieve the greatest results in support of our mission, stakeholders, and member agencies. Beginning last year, we shifted towards a more fluid, adaptive approach to strategic planning that allows us to review our progress and adjust our priorities every two years.

The guiding principles below were adopted by our Board in November, 2016 in response to stakeholder input gathered during the priority setting public process, and are being used this fiscal year (and last) for strategy and budget development for Waste Management Authority and Recycling Board funded programs. The Energy Council adopted a set of 10 priority areas for external funding in January 2016.

GUIDING PRINCIPLES

- Emphasize waste prevention over management of discards in non-mandatory projects.
- Explore innovative and experimental approaches that may be leveraged by member agencies.
- Emphasize project implementation and collect data only as needed to make informed decisions.
- Pursue projects with multiple sustainability benefits (greenhouse gas reduction, water conservation), only when linked with materials and waste management.
- Organics, as the largest remaining portion of the waste stream to landfill, will continue to be an emphasis for the next two years.
- Develop programs that directly reach out to target audiences and communities; coordinate with member agencies.
- Only implement ordinances that are currently in place (bags and mandatory recycling, plant debris), without introducing new mandatory programs in the coming two-year period.
- Coordinate and collaborate with local public agencies to avoid duplication of effort.
- Ensure the flexibility to add new projects and cut back on existing projects when appropriate.

Our programmatic focus continues to shift upstream as we increasingly emphasize projects that target “reduce” and “reuse” in the waste reduction hierarchy. A significant driver for this shift in FY 17-18 and FY 18-19 is the implementation of new outreach and education programs focused on reducing consumer food waste.

In November of this year, we will revisit the priorities above based on current conditions and work progress, and reaffirm or establish new priorities for the Agency.

GOALS

In addition to the guiding principles, we have added interim goals and indicators that provide more specificity and help measure progress on the path toward the strategic plan aspirational goal of “less than 10 percent good stuff in the garbage by 2020.” These interim goals include discrete milestones for the organics, packaging, and built-environment focus areas that address all points of the waste hierarchy, and upstream indicators such as reduction in waste generation via prevention or reuse, and consumer awareness related to our current priorities.

FIGURE 1: PROGRAMS BY HIERARCHY

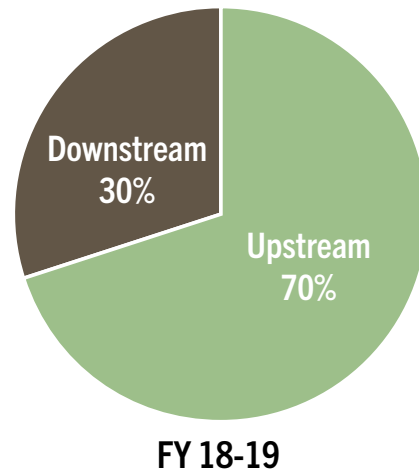


FIGURE 2: AGENCY GOALS THROUGH 2018

UPSTREAM

DOWNSTREAM

	Organics	Packaging	Built Environment	INDICATORS (New for 2018)
REDESIGN Increase in materials optimization	Increasing state and local policies addressing reduction of wasted food	Increasing adoption of the How2Recycle label by major brands and greater recognition by consumers	Increase in presence of environmentally certified building materials	SPECIFIC GOALS
RETHINK Increase in awareness	10% increase of families likely to reduce food waste at home	Not selected as a priority	Not selected as a priority	
REDUCE / REUSE Less waste generated	10% of food service and grocers participate in food donation	50% reduction in all single-use bags distributed by newly affected stores	<45% waste generated by construction and demolition projects in landfill	
RECYCLE / ROT Increase in proper sorting	<20% organics in landfill	< 5% recyclables in landfill		

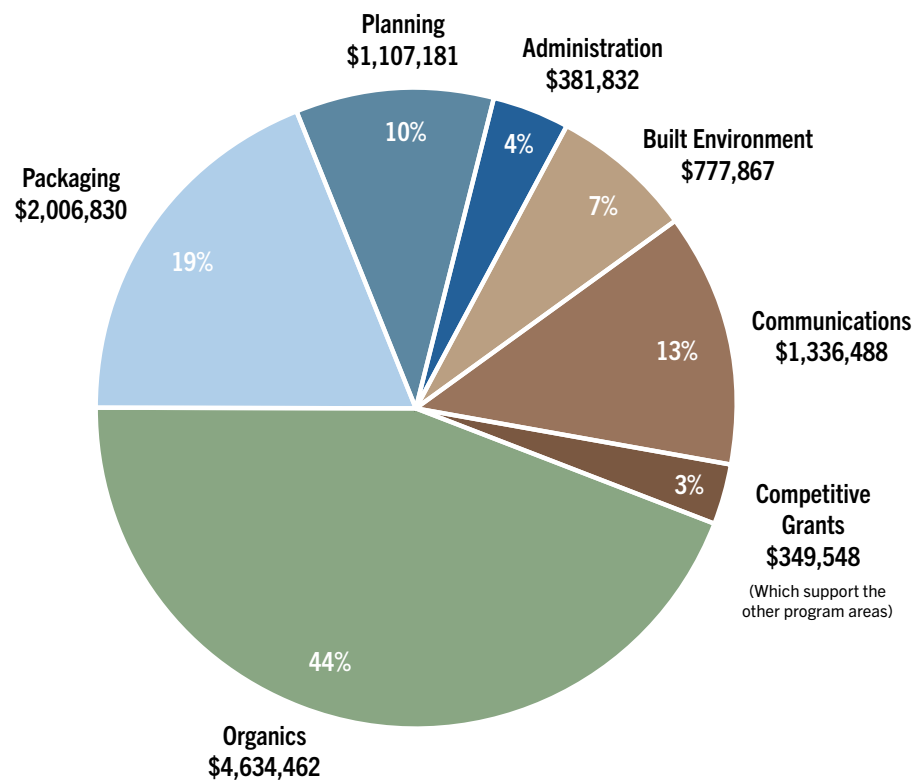
INDICATORS

This year we are adding indicators that help assess progress towards rethinking and redesigning products and materials that are problematic for our local waste and recycling systems (i.e. materials optimization). Designing products and the built environment to use materials and natural resources most efficiently, and as many times as possible, is a societal opportunity that requires long-term behavioral, technological, and economic change.

Upstream indicators are not intended to measure our progress in Alameda County. They provide insight on broader shifts in consumption patterns that can inform, validate, or redirect our efforts to prevent waste at the source and optimize local materials use. The indicators generally reflect macro-level changes impacting entire sectors. An update on each of the 2018 goals will be provided to the Board in fall 2018 during the priority setting process.

Our budget was developed around six program areas, with highlights of activities listed below. The project charters (Section IV) provide details for each project, including prior year accomplishments, objectives and targets for FY 18-19, and project budgets.

FIGURE 3: BUDGET BY TOPIC AREA



KEY PROGRAM ACTIVITIES

ORGANICS

Organics is an area of increased emphasis given the high concentration of organics in the waste stream. Discretionary (or non-mandatory) projects under this priority are broken out into two areas: Food Waste Reduction, and Compost and Mulch. This topic area includes a portion of the Mandatory Recycling Ordinance project.

FOOD WASTE REDUCTION

- Expand upon the successful Stop Food Waste consumer media and outreach campaign to increase awareness and engagement with food waste reduction strategies, leveraging regional and national efforts to change social norms around wasting food.
- Support food waste prevention and recovery (donation) 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 implement districtwide food share and food donation programs to recover and redistribute K-12 edible surplus food.
- Provide grants for food waste prevention and recovery projects.
- Implement new \$500,000 CalRecycle Food Waste Prevention and Rescue Grant in partnership with All In To End Hunger, Livermore Valley Joint Unified School District and Oakland Unified School District, to expand K-12 school food share and donation.

COMPOST AND MULCH

- Provide education and outreach, resources, incentives, and technical assistance for compost and mulch use to landscape professionals, member agency staff and large landholders such as the Resource Conservation District and EBMUD.
- Support and expand the partnership with compost and mulch producers and associated vendors to leverage available market opportunities and address industry challenges with a focus on reducing contamination.
- Continue the review and support of codes and standards that promote or fund the production of quality compost and mulch.
- Support landscape professional and member agency staff implementation of the Water Efficient Landscape Ordinance (WELO), including the new compost and mulch requirements, through trainings, resources, and technical assistance.
- Complete carbon farming plan and initiate pilot project on Agency property to demonstrate the benefits of compost application on rangeland, including carbon sequestration and increased water holding capacity.

PACKAGING

This topic area includes the Reusable Bag Ordinance and several activities targeting prevention and reuse of packaging, as well as a portion of the Mandatory Recycling Ordinance project. Both the Reusable Bag Ordinance and general Packaging projects focus upstream, offering education and assistance to organizations for their efforts to prevent, reuse, and improve the recyclability of packaging materials manufactured, sold, and discarded in Alameda County.

- Implement expanded Reusable Bag Ordinance, providing outreach and education to 14,000 affected retail businesses and restaurants.
- Provide technical assistance to businesses to help them divert recyclable packaging and comply with the Mandatory Recycling Ordinance.
- Promote and incentivize reusable packaging as a preferable alternative to single-use disposables for both food service ware and commercial transport packaging.
- Research and identify opportunities to leverage packaging to prevent food waste.
- Provide technical assistance to consumer brand owners on life-cycle analysis for packaging, labeling for recyclability, and other sustainable packaging strategies.
- Document and promote best packaging practices for delivery of prepared food and meal kits.

BUILT ENVIRONMENT

This priority area addresses the impacts of materials management by influencing the design, construction, and maintenance of the built environment. This includes green building, sustainable landscaping, recycled product purchasing, climate action planning, and Energy Council activities. The majority of activities in the Built Environment priority area are funded by external grants and contracts. Core-funded Agency activities have shifted towards upstream standard-setting and market development opportunities.

- Provide technical and policy assistance to member agencies, highlighting the role of materials in the built environment to reduce and sequester carbon emissions and increase resiliency.
- Continue to monitor codes and standards and support policy changes that result in better optimization of materials and resources throughout the built environment.
- Develop partnerships through the Ellen MacArthur Foundation and advance local knowledge of circular economy practices in the built environment.
- Provide technical assistance and incentives to mixed construction and demolition recycling facilities to become third-party certified.
- Train member agency staff in sustainable landscaping practices and provide technical assistance for Bay-Friendly Rated Landscapes.

- Continue existing energy efficiency programs and pursue new funding opportunities and pilot projects to overcome barriers to building electrification and support a renewably powered grid, consistent with Energy Council priorities.

COMMUNICATIONS

This work area provides general oversight, coordination and technical assistance in public relations, advertising, customer research and communications. Communications supports the wide variety of outreach-based project work we do, as well as providing direct services through school and community outreach.

- Provide services in the classroom and transfer station tours for students to garner hands-on understanding of waste reduction practices, and the challenges of waste reduction in the county.
- Partner with nonprofit organizations on local waste reduction activities at the grassroots level, and provide in-person education to residents via presentations and public events.
- Produce regular electronic newsletters and topic briefs to keep stakeholders up to date on key Agency activities.
- Recognize outstanding businesses for significant achievement in waste reduction.
- Educate residents, businesses and schools with easy to understand waste reduction information via website, social media, telephone hotline, and RecycleWhere online search tool.

ADMINISTRATION

Administration includes functions that help the Agency run smoothly such as Human Resources, Information Technology and Finance. In addition, other functions include the following:

- Provide member agency support and information activities 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.
- Oversee the administration of the Household Hazardous Waste program, which includes ensuring compliance with the terms of the Memoranda of Understanding between the Waste Management Authority and the Alameda County Department of Environmental Health, and the Authority and the City of Fremont.

PLANNING

This area includes general planning assistance to the Agency, including strategic planning and priority setting, as well as providing input and assistance on environmental planning efforts and developing projections for the Alameda County waste stream to guide future fiscal planning efforts. This area also includes legislative tracking, analysis and advocacy.

- Review and update Agency priorities biannually and strategic plans as needed.
- Research issues and develop positions on solid-waste related planning documents; respond to waste-related Environmental Impact Reports.
- Align materials management with climate action goals.
- Make recommendations on amendments to the Countywide Integrated Waste Management Plan (CoIWMP).
- Update the CoIWMP to reflect current programs and direction of the Agency.
- Represent Agency priorities at the state level via legislative and regulatory processes. Monitor and analyze legislation with an emphasis on actions that amend the California Integrated Waste Management Act, Extended Producer Responsibility and other legislation affecting residents, businesses and partners in Alameda County.
- Increase external partnerships and develop greater capacity for seeking external funds.

NEW PROJECTS

- **3250 - Carbon Farm Planning:** This project will create and implement a carbon farming plan on the Authority property in the Altamont. Carbon farming methods include applying compost to rangeland, which builds soil health, improves grazing and sequesters carbon in the soil. Carbon farming shows promise as a climate adaptation strategy as well as a potential market for compost.

DISCONTINUED PROJECTS

- **3220 - Disposal Reporting:** Activities under this project have been absorbed into the Finance Department's ongoing duties.
- **3440 - Waste Characterization Study:** The 2017-18 Waste Characterization Study was completed in May, 2018. Additional analysis will be folded into project 3480 - Measurement and Analysis.

II. FINANCIAL INFORMATION

II. FINANCIAL INFORMATION

Agency expenditures for all projects in FY 18-19 total \$30,838,103. This includes:

1. Core Budget: spending over which the Boards have significant discretion. Projects are funded by fees (see page II-3).
2. Household Hazardous Waste (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. Projects partially funded by reserves.
5. Pass through projects: including mandated Measure D disbursements to member agencies, and the Recycling Board Recycled Product Purchase Preference Program.
6. Revolving Loan Fund (RLF): currently only administering existing loan; closed to new loans.

In keeping with the financial targets set by the Boards, the core budget for FY 18-19 is approximately \$10.6 million, which is \$400,000 less than the FY 17-18 core budget.

TABLE 1: AGENCY BUDGET BY CATEGORY

Category	Cost
Core Budget	\$10,594,210
HHW Program	\$6,455,669
Externally funded projects	\$8,361,282
Reserve funded projects	\$103,000
Other: Pass through projects and RLF	\$5,323,942
Total	\$30,838,103

With the exception of the HHW program 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 (on page II-7) provides a list of projects included in the core. The core excludes projects over which we do not have significant spending discretion: Measure D disbursements, the Recycling Board Recycled Product Purchase Preference Program (RPPP), about \$8.4 million of grant or other external funding that we expect to receive, and the countywide household hazardous waste program.

Core revenues are estimated to total approximately \$10.8 million, which exceeds core expenditures by approximately \$200,000. 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

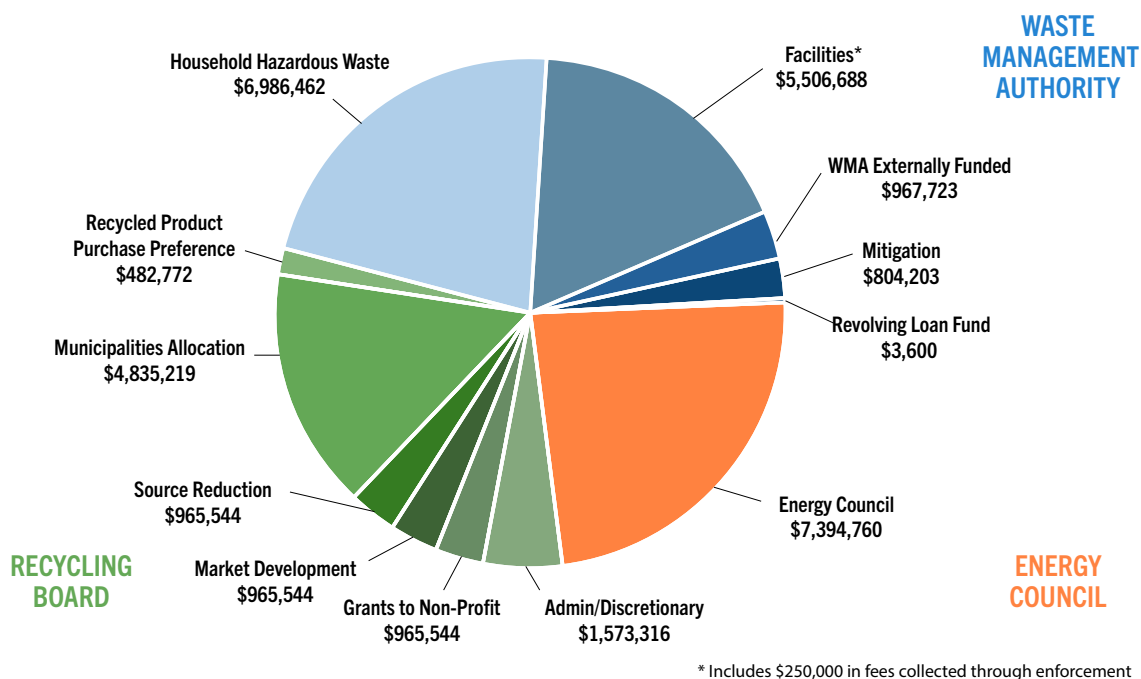
REVENUE ESTIMATES

Estimated revenue from all sources totals \$31,451,375. Revenues by source are shown in Figure 4.

The Agency continues to supplement core revenues by securing external funding, which is estimated to total \$8,311,282 in FY 18-19. Of this amount, \$7,394,760 is Energy Council funding. The remaining \$967,723 of grants, reimbursements or pass through funds to the Authority include \$150,000 for the Used Oil Recycling campaign; \$32,000 of Prop 84 grant funding for Bay-Friendly Water Efficient Landscapes Round III; \$465,723 for the CalRecycle K-12 Grant; \$20,000 for CoIWMP applications; and \$300,000 for miscellaneous grants.

The miscellaneous grants project is a “placeholder” appropriation, which implements the Board-adopted 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. Although many are multiple year projects, they are not considered part of the core budget.

FIGURE 4. REVENUE BY FUNDING SOURCE



Not included in the budget at this time is the proposed payment for the conservation easement at our property at the Altamont hills, which we estimate will range between \$1.2 million - \$1.4 million. As previously approved, a portion of those funds (approximately \$600,000) will go to the Fiscal Reserve with the balance going to the Pension Liability Reserve (see pages II-9,10).

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 approximately 92% of the core budget for FY 18-19 and are as follows:

- **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 (\$7.40 per residential property unit in FY 18-19) 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.

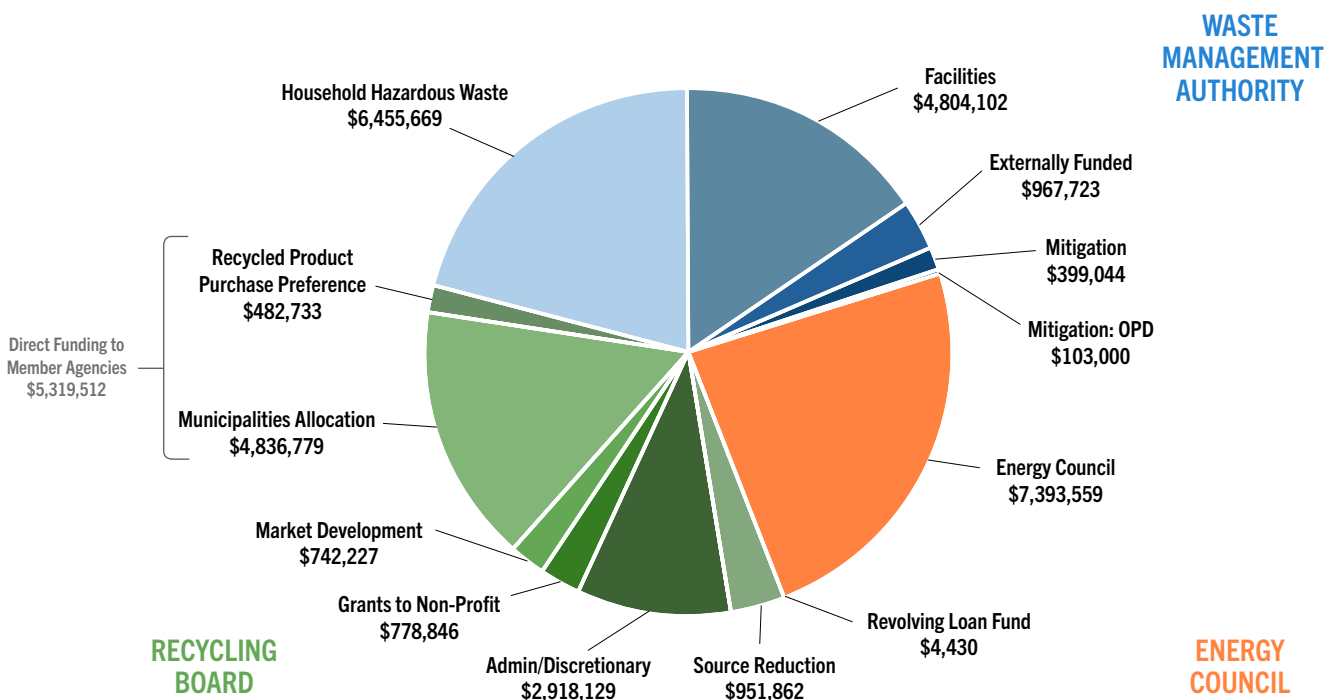
EXPENDITURES

Total expenditures for all projects in FY 18-19 are \$30,838,103 (WMA portion: \$12,729,538, RB portion: \$10,715,006, EC portion: \$7,393,559). The municipal allocation to member agencies totals \$4,836,779, and the Recycled Product Purchase Preference (RPPP) and member agency pass throughs total \$482,733. Core expenditures total \$10,594,210.

One project (Project 1220 Food Waste Reduction) is funded in part from the Organics Processing Development reserve (\$103,000). OPD funds are used for non-recurring expenses related to our increased focus on organics.

A listing of projects by funding source is also shown in the Financial Attachments section of the budget (pages III-1 – III-3). In addition, projects funded by the core budget are shown in Table 3 (page II-7). A breakdown of hard costs and staff (labor and overhead) is shown in the individual project charters.

FIGURE 5: EXPENDITURES BY FUNDING SOURCE



WORKFORCE RELATED

The Agency engaged the services of Rewards Strategy Group (RSG) to conduct a comprehensive job classification and compensation review. The consultant's findings and recommendations by the Executive Director were presented to the Programs and Administration (P&A) Committee on April 12, 2018. Changes included in this budget:

- A new salary grade structure with an eight-step salary range and 3% increments between steps (See Appendix A)
- Reclassifications and new classifications as recommended by RSG and by the Executive Director based on the needs of the Agency, not to exceed the authorized full time equivalents (FTEs) as approved through the annual budget process. The total FTEs for FY 18-19 including limited term and intermittent staff is 46.5.
- Newly adjusted salary ranges which include a 2.7% CPI increase effective the closest pay period to July 1, 2018.
- Changes to Sections 1.6, 1.6.1, 2.21, 2.2.2 B., C., and E. of the HR manual.
- Authorize staff to create or modify job descriptions as necessary.
- Changing the ED's annual review from October to July to coincide with the rest of staff.

Funding for the salary changes is incorporated in the budget and will total approximately \$270,000.

The Executive Director's salary is based on her current contract, and therefore that salary change is not included in this calculation.

Staff salaries and benefits total approximately \$7.4 million (\$5.3 million salary and \$2.1 million taxes and benefits) and represent about 24% of the Agency's total budget and about 70% of the core budget. Some staff salaries are paid from revenue outside the core, so this percentage is provided for comparison only. In addition, net salary savings from recent retirements totaled approximately \$500,000.

NON-PROJECT COSTS (OVERHEAD)

We allocate overhead across all projects in proportion to labor costs rather than labor hours. We have been doing this for four years to avoid skewing total project costs by burdening those projects that may have higher hours overall, but at a lower hourly rate.

This year's calculation of non-project costs is summarized in the following table. These costs are spread onto the labor costs (salary and benefits) as shown in project charters. Therefore, each charter separates both hard costs and labor plus overhead.

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.)	\$3,292,745
Recycling Board Administration	\$100,616
Waste Management Authority Administration	\$151,084
Leave (vacation, sick leave, holiday, etc.)	\$988,121
Other non-project hours (non-project staff meetings, time spent on general activities such as preparing evaluations, reviewing contracts, etc.)	\$168,269
Total	\$4,700,835

TABLE 3: CORE BUDGET

Project	Hard Costs	Labor & Overhead	Total
1020 Landscape Services And Partnerships	71,500	298,424	369,924
1150 Bay-Friendly Water Efficient Landscape Prop 84	-	60,919	60,919
1200 Packaging	140,000	200,449	340,449
1220 Food Waste Reduction	468,400	794,150	1,262,550
1250 Reusable Bag Ordinance Implementation	21,000	202,102	223,102
1260 Compost And Mulch	107,000	138,853	245,853
1350 Building Services And Partnerships	92,500	271,130	363,630
2040 Competitive Grants	235,500	114,048	349,548
2090 Mandatory Recycling Implementation	728,000	1,313,089	2,041,089
2110 Construction & Demolition Debris Recycling	34,000	134,357	168,357
2420 Business Assistance Supporting Activities	150,000	79,612	229,612
3210 Property Management	85,500	81,961	167,461
3230 Technical Advisory Committee	3,200	80,739	83,939
3240 Fee Enforcement	44,000	86,432	130,432
3250 Carbon Farm Planning Implementation	10,000	25,496	35,496
3410 General Planning	56,500	250,613	307,113
3460 Five Year Audit	-	9,504	9,504
3480 Measurement And Analysis	74,550	332,443	406,993
3510 General Agency Communication	103,000	1,233,488	1,336,488
3530 Legislation	114,000	234,076	348,076
3570 Community Based Outreach	110,200	536,032	646,232
3580 Schools Based Community Outreach	283,800	1,183,643	1,467,443
Total Core Projects	\$2,932,650	\$7,661,560	\$10,594,210

FUND BALANCES AND RESERVES

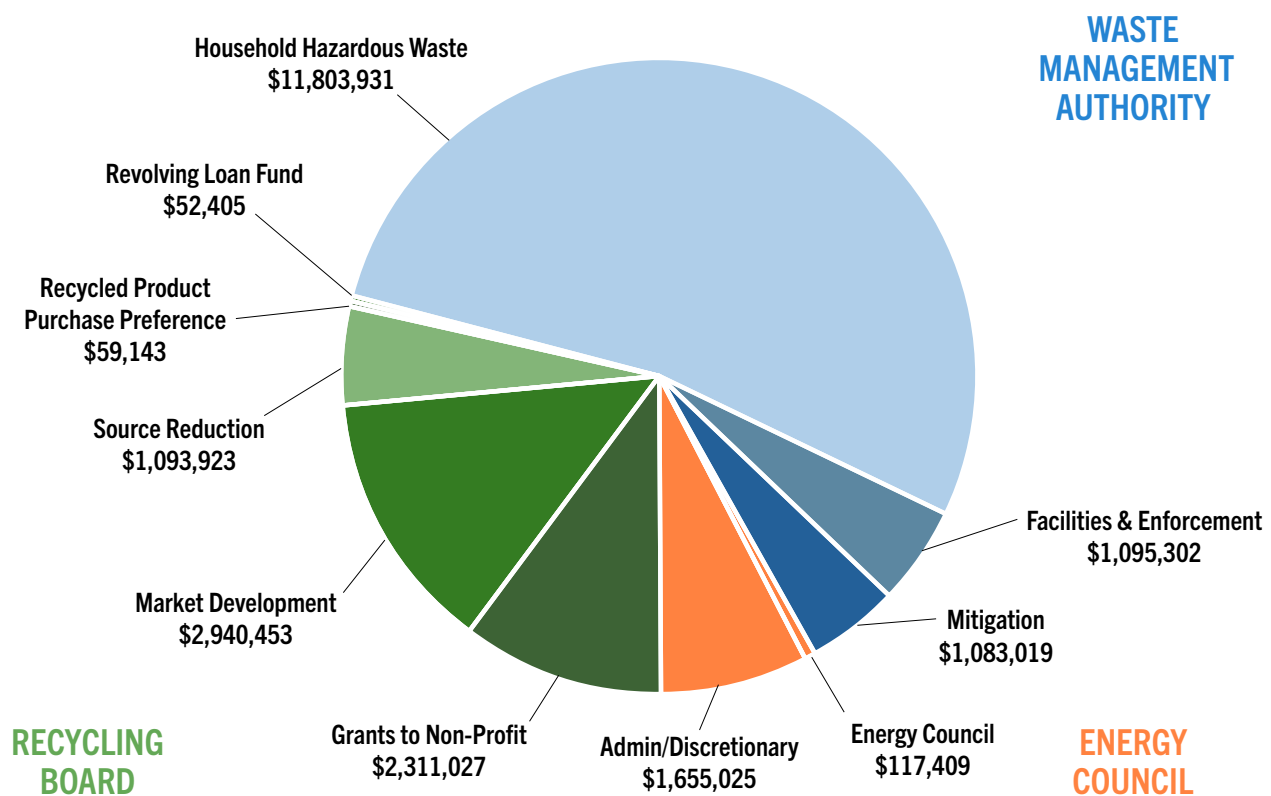
The Agency's available resources consist of both fund balances and reserves. Core fund balances are generally discretionary and can be used to help balance the budget although they are not needed this year. Reserves are funds that are set aside for specific purposes, although they can also be used to fund projects if those projects have a nexus to that particular reserve. At the end of FY 18-19 we estimate that core fund balances and reserves will total approximately \$17.4 million, which is equivalent to more than 1.6 times our core budget. Once the conservation easement funding is received, this amount will total approximately \$19 million.

FUND BALANCES

The Agency's fund balances available at year end are projected to total \$22,211,638. Of this amount, the Authority fund balance is projected to total \$13,982,251 (of which \$11,803,931 are HHW fees), the Recycling Board fund balance is projected to total \$8,111,978 and the Energy Council fund balance is projected to total \$117,409. 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.

We use the term "fund balance available" to refer to the funding available for Agency operations. Our term differs from the technical accounting term in that we do not include encumbrances (which we view as spent) or the unfunded liability figure (which is considered a long-term liability, since we make at a minimum the required annual payment that is included in the budget).

FIGURE 6: FUND BALANCES AS OF JUNE 30, 2019



RESERVES

Agency reserves will total approximately \$7.2 million at the end of FY 18-19. Agency reserves, including the fiscal reserve are designated for a specific purpose and are as follows:

TABLE 4: PROPOSED RESERVES FY 18-19

Reserves	Balance
Organics Processing Development Reserve	\$5,589,699
Pension Liability Reserve	\$0
Fiscal Reserve	\$1,512,987
5 Year Audit/Other Studies Reserve	\$50,000
Building Maintenance Reserve	\$50,000
Total	\$7,202,686

THE 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, will have a balance of \$5.6 million at the end of FY 18-19. Multiple facilities have gone through the ColWMP amendment and conformance finding process and are in various stages of development with no need of Agency financing. Given that, the Agency will continue to allocate some portion of the OPD funds (\$103,000 in FY 18-19) toward projects that promote increased participation in existing residential and commercial organics waste reduction programs.

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 FY 18-19.

PENSION LIABILITY RESERVE

The Pension Liability Reserve was established in 2015 to partially offset the Agency's unfunded pension liability. This reserve will be restored for a total of approximately \$600,000 to \$800,000 once the Agency receives payment for the conservation easement.

FISCAL RESERVE

The Fiscal Reserve was established to offset any declines in revenue that could occur during the year. This reserve will be replenished by an additional \$600,000 once the Agency receives payment for the conservation easement.

In addition, we are establishing two new reserves:

FIVE-YEAR AUDIT/OTHER STUDIES RESERVE

This reserve funds the periodic Recycling Board five-year audit and other studies that may be required on an infrequent basis. Funding for this reserve came from available fund balance. The need to supplement this reserve will be revisited annually.

BUILDING MAINTENANCE RESERVE

This reserve funds any capital costs related to the Agency's building. The Agency budgets for repairs and other costs related to the building in the annual operating budget. Given that the building is now more than 11 years old, it is fiscally prudent to maintain a reserve for larger capital repairs. Funding for this reserve came from available fund balance. The need to supplement this reserve will be revisited annually.

Estimated fund balances available and schedules of reserves are shown on pages III-4 – III-7.

III. FINANCIAL ATTACHMENTS

PROJECTS BY FUNDING SOURCE - CORE FUNDED - FY 18-19

Total	Waste Management Authority					Energy Council	Recycling Board							
	Facilities & Enforcement	Mitigation : OPD	Mitigation	Externally Funded	Benchmark Fee	HHW	Energy Council	Municipality Allocation	RLF	Admin/Discretionary	Grants to Non-Profit	Source Reduction	Market Development	Recycled Product Price
21		24	22	23	28	40	27	29	30 + 31	32	33	34	35	
Dollars in thousands: (000)														
Core														
EXPENDITURE														
Core Funded														
1020 - Landscape Services and Partnerships	\$ 369,924	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 122	\$ 248	\$ -
1150 - Bay-Friendly Water Efficient Landscape Prop 84	\$ 60,919	4	-	-	-	-	-	-	-	-	-	\$ -	\$ 52	-
1200 - Packaging	\$ 340,449	34	-	-	-	-	-	-	-	-	20	\$ 153	\$ 133	-
1220 - Food Waste Reduction	\$ 1,262,550	25	-	-	-	-	-	-	-	732	-	\$ 442	\$ 63	-
1250 - Reusable Bag Ordinance Implementation	\$ 223,102	22	-	-	-	-	-	-	-	112	-	-	89	-
1260 - Compost and Mulch	\$ 245,853	25	-	-	-	-	-	-	-	-	-	-	221	-
1350 - Building Services And Partnerships	\$ 363,630	172	-	-	-	-	-	-	-	36	10	145	-	-
2040 - Competitive Grants	\$ 349,548	-	-	-	-	-	-	-	-	-	325	-	25	-
2090 - Mandatory Recycling Implementation	\$ 2,041,089	408	-	-	-	-	-	-	-	1,633	-	-	-	-
2110 - Construction & Demolition Debris Recycling	\$ 168,357	-	-	-	-	-	-	-	-	-	-	-	-	-
2420 - Business Assistance Supporting Activities	\$ 229,612	92	-	-	-	-	-	-	-	138	-	-	-	-
3210 - Property Management	\$ 167,461	-	-	-	-	-	-	-	-	-	-	-	-	-
3230 - Technical Advisory Committee	\$ 83,939	84	-	-	-	-	-	-	-	-	-	-	-	-
3240 - Fee Enforcement	\$ 130,432	130	-	-	-	-	-	-	-	-	-	-	-	-
3250 - Carbon Farm Planning & Implementation	\$ 35,495	35	-	-	-	-	-	-	-	-	-	-	-	-
3410 - General Planning	\$ 307,113	249	-	-	-	-	-	-	-	-	-	-	-	-
3460 - Five Year Audit	\$ 9,504	-	-	-	-	-	-	-	-	-	10	-	-	-
3480 - Measurement And Analysis	\$ 406,993	41	-	-	-	-	-	-	-	-	366	-	-	-
3510 - General Agency Communication	\$ 1,336,488	1,056	-	-	-	-	-	-	-	267	13	-	-	-
3530 - Legislation	\$ 348,076	313	-	-	-	-	-	-	-	-	36	-	-	-
3570 - Community Based Outreach	\$ 646,232	646	-	-	-	-	-	-	-	-	-	-	-	-
3580 - Schools Based Community Outreach	\$ 1,467,443	1,467	-	-	-	-	-	-	-	-	-	-	-	-
Total Core Projects	\$ 10,594,210	4,804	-	-	-	-	-	-	-	2,918	779	952	742	-

Total

PROJECTS BY FUNDING SOURCE - NON-CORE FUNDED - FY 18-19

	Waste Management Authority						Energy Council	Recycling Board						
	Facilities & Enforcement	Mitigation : OPD	Mitigation	Externally Funded	Benchmark Fee	HHW	Energy Council	Municipality Allocation	RLF	Admin/Discretionary	Grants to Non-Profit	Source Reduction	Market Development	Recycled Product Price
Total	21	24	22	23	28	40	27	29	30 + 31	32	33	34	35	
Dollars in thousands: (,000)														
Externally Funded														
1153 - Bay-Friendly Water Eff. Landscape Prop 84 Rd III	\$ 32,000	-	-	32	-	-	-	-	-	-	-	-	-	-
1347 - BayREN (Bay Regional Energy Network)	\$ 6,019,444	-	-	-	-	6,019	-	-	-	-	-	-	-	-
1348 - PG&E Local Government Partnership	\$ 715,623	-	-	-	-	716	-	-	-	-	-	-	-	-
1349 - Energy Council Incubator	\$ 122,500	-	-	-	-	122	-	-	-	-	-	-	-	-
1355 - Multifamily Challenge Grant	\$ 535,993	-	-	-	-	536	-	-	-	-	-	-	-	-
1411 - CalRecycle K - 12 Grant	\$ 465,723	-	-	466	-	-	-	-	-	-	-	-	-	-
2311 - Used Oil Recycling Grant	\$ 150,000	-	-	150	-	-	-	-	-	-	-	-	-	-
3021 - Miscellaneous Small Grants Administration	\$ 300,000	-	-	300	-	-	-	-	-	-	-	-	-	-
3416 - CoIWMP Amendments Application	\$ 20,000	-	-	20	-	-	-	-	-	-	-	-	-	-
	\$ 8,361,282	-	-	968	-	7,394	-	-	-	-	-	-	-	-
HHW														
2312 - Household Hazardous Waste Facilities	\$ 6,455,669	-	-	-	-	6,456	-	-	-	-	-	-	-	-
	\$ 6,455,669	-	-	-	-	6,456	-	-	-	-	-	-	-	-
Other														
1210 - Recycled Product Purchase Preference	\$ 482,733	-	-	-	-	-	-	-	-	-	-	-	-	483
2030 - Revolving Loan Fund	\$ 4,430	-	-	-	-	-	-	4	-	-	-	-	-	-
2220 - RB Municipalities (Measure D 50%)	\$ 4,836,779	-	-	-	-	-	4,837	-	-	-	-	-	-	-
	\$ 5,323,942	-	-	-	-	-	4,837	4	-	-	-	-	-	483
OPD Funded Expenditure														
1220 - Food Waste Reduction	\$ 103,000	-	103	-	-	-	-	-	-	-	-	-	-	-
	\$ 103,000	-	103	-	-	-	-	-	-	-	-	-	-	-
Total Project Expenditures	\$ 30,838,103	\$ 4,804	\$ 103	\$ 399	\$ 968	\$ -	\$ 6,456	\$ 7,394	\$ 4,837	\$ 4	\$ 2,918	\$ 779	\$ 952	\$ 742 \$483

REVENUE BY FUNDING SOURCE - FY 18-19

Total														
Waste Management Authority						Energy Council	Recycling Board							
21	Facilities & Enforcement	Mitigation : OPD	Mitigation	Externally Funded	Benchmark Fee	HHW	Energy Council	Municipality Allocation	RLF	Admin/Discretionary	Grants to Non-Profit	Source Reduction	Market Development	Recycled Product Price
28							40	27	29	30 + 31	32	33	34	35
Dollars in thousands: (000)														

REVENUE

Tonnage revenues	10,048,139	5,342	-	362	-	-	-	-	1,448	966	966	966	-
Property and Other revenues	482,700	-	-	433	-	50	-	-	-	-	-	-	-
HHW Fees	6,836,462	-	-	-	6,836	-	-	-	-	-	-	-	-
Energy Council (Externally Funded)	7,343,560	-	-	-	-	7,344	-	-	-	-	-	-	-
WMA Externally Funded revenues	967,723	-	-	-	968	-	-	-	-	-	-	-	-
RB Municipalities (Measure D 50%) (Proj. 2220)	4,827,719	-	-	-	-	-	4,828	-	-	-	-	-	-
Recycled Product Purchase Pref. (Measure D 5%) (Proj 1210)	482,772	-	-	-	-	-	-	-	-	-	-	-	483
Interest	462,300	165	-	10	-	150	8	4	125	-	-	-	-
Total Revenues	\$ 31,451,375	\$ 5,507	\$ -	\$ 804	\$ 968	\$ 7,395	\$ 4,835	\$ 4	\$ 1,573	\$ 966	\$ 966	\$ 966	\$ 483

Excess Of Revenue Over Expenditure

\$ 613,272	\$ 703	\$ (103)	\$ 405	\$ -	\$ -	\$ 531	\$ 1	\$ (2)	\$ (1)	\$ (1,345)	\$ 187	\$ 14	\$ 223	\$ 0
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FUND BALANCE AVAILABLE SUMMARY - FY 18-19

Total														
Waste Management Authority						Energy Council	Recycling Board							
Facilities & Enforcement	Mitigation : OPD	Mitigation	Externally Funded	Benchmark Fee	HHW	Energy Council	Municipality Allocation	RLF	Admin/Discretionary	Grants to Non-Profit	Source Reduction	Market Development	Recycled Product Price	
21	24	22	23	28	40	27	29	30 + 31	32	33	34	35		
							Dollars in thousands; (000)							

Transfers (In)/Out of Reserves

18/19 From OPD Reserve to Fund Waste Prevent-Inst/Food Service (1220)	\$ 103,000	\$ -	\$ 103	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16/17 Unspent OPD Funds - Return back to Reserves	(154,394)	-	-	(154)	-	-	-	-	-	-	-	-	-
Closed PO1600077 - OPD Return Back To Reserves	(49,257)	-	-	(49)	-	-	-	-	-	-	-	-	-
New 5 Year Audit/Study Reserve Created	(50,000)	-	-	(5)	-	-	-	-	(45)	-	-	-	-
New Building Maintenance Reserve Created	(50,000)	-	-	(5)	-	-	-	-	(45)	-	-	-	-
Total Net Transfers	\$ (200,651)	\$ -	\$ 103	\$ (214)	\$ -	\$ -	\$ -	\$ -	\$ (90)	\$ -	\$ -	\$ -	\$ -

Fund Balance Available

Beginning Fund Balance Available 7/1/17	\$ 20,820,914	\$ 1,163	\$ -	\$ 369	\$ (306)	\$ 41	\$ 10,292	\$ 114	\$ 2	\$ 70	\$ 3,953	\$ 1,808	\$ 1,094	\$ 2,166	\$ 55
Projected Adjustments For Actuals (Revenue) 17/18 (net)	1,356,688	745	-	(54)	-	-	269	-	-	-	172	(29)	127	127	-
Excess of Expenditures Over Revenue Budget 17/18	(274,869)	(1,368)	-	791	-	0	712	2	-	-	(945)	345	(141)	324	4
RLF Loan Repayment	41,000	-	-	-	-	-	-	-	-	41	-	-	-	-	-
Other adjustments	(186,714)	(265)	-	(214)	306	76	-	-	-	(100)	(90)	-	-	100	-
Projected Fund Balance Available 7/1/18	\$ 21,757,019	\$ 276	\$ -	\$ 892	\$ -	\$ 117	\$ 11,273	\$ 116	\$ 2	\$ 11	\$ 3,090	\$ 2,124	\$ 1,080	\$ 2,717	\$ 59

Ending Fund Balance Available

RLF Loan Repayment	42,000	-	-	-	-	-	-	-	-	42	-	-	-	-	-
Less Net Reserves Transfers/Adjustments	(200,651)	117	103	(214)	-	(117)	-	-	-	-	(90)	-	-	-	-
Excess Revenue	613,272	703	(103)	405	-	-	531	1	(2)	(1)	(1,345)	187	14	223	0
Ending Fund Balance Available	\$ 22,211,640	\$ 1,095	\$ -	\$ 1,083	\$ -	\$ -	\$ 11,804	\$ 117	\$ 0	\$ 52	\$ 1,655	\$ 2,311	\$ 1,094	\$ 2,940	\$ 59
Core Fund Balance	\$ 10,178,750	\$ 1,095	-	\$ 1,083	-	-	-	-	-	-	-	\$ 1,655	\$ 2,311	\$ 2,940	\$ 59
Other Fund Balance	\$ 12,032,889	-	-	-	\$ -	\$ -	\$ 11,804	\$ 117	\$ 0	\$ 52	-	-	-	-	-
WMA Fund Balance	\$ 13,982,252	\$ 1,095	\$ -	\$ 1,083	\$ -	\$ -	\$ 11,804	-	-	-	-	-	-	-	-
RB Fund Balance	\$ 8,111,977	-	-	-	-	-	-	-	\$ 0	\$ 52	\$ 1,655	\$ 2,311	\$ 1,094	\$ 2,940	\$ 59
EC Fund Balance	\$ 117,409	-	-	-	-	-	-	\$ 117	\$ 0	\$ 52	\$ 1,655	\$ 2,311	\$ 1,094	\$ 2,940	\$ 59

FUND BALANCE AVAILABLE - WASTE MANAGEMENT AUTHORITY - FY 18-19

	BEG. FUND BALANCE JULY 1, 2017	NET ACTIVITY FY2017/18	ADJUST- MENTS	BEG. FUND BALANCE JULY 1, 2018	PROJECTED REVENUES	PROJECTED EXPENDITURES	TRANSFERS	ESTIMATED FUND BALANCE JUNE 30, 2019
Facility Operators Fee	\$ 1,163,420	\$ (622,759)	\$ (265,076)	(a) \$ 275,585	\$ 5,506,688	\$ (4,804,102)	\$ 117,131	\$ 1,095,302
Benchmark Fee	41,341	194	75,596	(b) 117,131	-	-	(117,131)	\$ -
Externally Funded	(306,417)	-	306,417	(a) -	967,723	(967,723)		\$ -
Mitigation	368,724	736,438	(213,651)	(c) 891,511	804,203	(502,044)	103,000 (d)	\$ 1,083,019
HHW Fees	10,292,306	980,833		11,273,139	6,986,462	(6,455,669)		\$ 11,803,931
Authority Total	\$ 11,559,374	\$ 1,094,706	\$ (96,714)	\$ 12,557,366	\$ 14,265,076	\$ (12,729,538)	\$ 103,000	\$ 13,982,252

- (a) Close deficit Projects to Fund Balance.
 (b) Closed Purchase Orders.
 (c) Transfer to reserves - \$154k - Unspent 16/17 OPD funding.
 - \$49k Closed out prior year purchase order.
 - \$5k New Reserve 5 Year Audit.
 - \$5k New Building Maintenance Reserve.
 (d) Transfer \$103k from Organics Processing Development (OPD) reserves.

FUND BALANCE AVAILABLE - RECYCLING BOARD - FY 18-19

		BEG. FUND BALANCE JULY 1, 2017	NET ACTIVITY FY2017/18	ADJUST- MENTS	BEG. FUND BALANCE JULY 1, 2018	PROJECTED REVENUES	PROJECTED EXPENDITURES	LOAN PRINCIPAL REPAID	ESTIMATED FUND BALANCE JUNE 30, 2019
RECYCLING BOARD	***								
Discretionary****	15%	\$ 3,952,795	\$ (772,957)	\$ (90,000)	(a) \$ 3,089,838	\$ 1,573,316	\$ (2,918,129)	\$ -	\$ 1,655,025
Grants to Non-Profits	10%	1,807,551	316,778		2,124,329	965,544	(778,846)		2,311,027
Source Reduction	10%	1,094,326	(14,085)		1,080,241	965,544	(951,862)		1,093,923
Market Development	10%	2,166,006	451,131	100,000	(b) 2,717,137	965,544	(742,227)		2,940,453
Recycled Prod. Purch. Prefer.	5%	54,754	4,350		59,104	482,772	(482,733)		59,143
Municipality Allocation	50%	1,560	-		1,560	4,835,219	(4,836,779)		-
Recycling Board Total		\$ 9,076,993	\$ (14,784)	\$ 10,000	\$ 9,072,209	\$ 9,787,939	\$ (10,710,576)	\$ -	\$ 8,059,572
Revolving Loan		\$ 70,235	\$ 41,000	\$ (100,000)	(e) \$ 11,235	\$ 3,600	\$ (4,430)	\$ 42,000	\$ 52,405

** 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) New reserves for 5 Year Audit & Building Maintenance Reserve.

(b) Transfer excess funds to Market Development.

FUND BALANCE AVAILABLE - ENERGY COUNCIL - FY 18-19

	BEG. FUND BALANCE JULY 1, 2017	NET ACTIVITY FY2017/18	ADJUST- MENTS	BEG. FUND BALANCE JULY 1, 2018	PROJECTED REVENUES	PROJECTED EXPENDITURES	TRANSFERS	ESTIMATED FUND BALANCE JUNE 30, 2019
Energy Council	\$ 114,312	\$ 1,897	\$ -	\$ 116,209	\$ 7,394,760	\$ (7,393,559)	\$ -	\$ 117,409
Energy Council Total	\$ 114,312	\$ 1,897	\$ -	\$ 116,209	\$ 7,394,760	\$ (7,393,559)	\$ -	\$ 117,409

SCHEDULE OF RESERVES - WASTE MANAGEMENT AUTHORITY - FY 18-19

	BALANCE JUNE 30, 2017	LUMP SUM PENSION LIABILITY PAYMENT APRIL 4, 2018	TRANSFERS IN UNUSED PRIOR YEAR FUNDS	PROJECTED BALANCE JULY 1, 2018	TRANSFERS IN	TRANSFERS OUT	BALANCE JUNE 30, 2019
RESERVES							
Organics Processing Development	\$ 5,489,048	\$ -	\$ 203,651	\$ 5,692,699	\$ -	\$ (103,000)	\$ 5,589,699
Pension Liability Reserve	100,000	(100,000)		-			-
Fiscal Reserve	1,405,019	(587,013)		818,006			818,006
5 Year Audit/Study				-	50,000		50,000
Building Maintenance Reserve				-	50,000		50,000
Sub-total	\$ 6,994,067	\$ (687,013)	\$ 203,651	\$ 6,510,705	\$ 100,000	\$ (103,000)	\$ 6,507,705

CONTRACTUALLY COMMITTED RESERVES

Wmac Transportation Improvement Program (Tip)	3,441,987	(3,441,987)		-			-
Sub-total	3,441,987	(3,441,987)		-	-	-	-

SCHEDULE OF RESERVES - RECYCLING BOARD - FY 18-19

	BALANCE JUNE 30, 2017	TRANSFERS IN	BALANCE JULY 1, 2018	TRANSFERS IN	TRANSFERS OUT	BALANCE JUNE 30, 2019
Fiscal Reserve	\$ 694,981	\$ -	\$ 694,981	\$ -	\$ -	\$ 694,981
Total	\$ 694,981	\$ -	\$ 694,981	\$ -	\$ -	\$ 694,981

IV. PROJECT CHARTERS

1020 - LANDSCAPE SERVICES AND PARTNERSHIPS

Project #: 1020

Project Manager: Jennifer West

DESCRIPTION

Focuses on the built urban landscape to reduce the generation of waste, recycle construction waste and plant debris and incorporate recycled compost and mulch. Promotes strategic use of organic material in the landscape to build soil health, sequester carbon, create landscapes that are more resilient to climate change and conserve water and resources.

Partners with member agencies, landscape professionals and nonprofits, supporting innovative sustainable landscaping policies and standards. Provides technical assistance, grants and professional trainings to member agencies.

FY 17-18 ACCOMPLISHMENTS

- Increased Bay-Friendly Rated Landscapes to 71 within Alameda County, covering 328 acres and using approximately 14,020 tons of recycled compost and mulch.
- Increased use of sheet mulching with cardboard, compost and mulch to 39 projects covering 42 acres.
- Provided Technical Assistance to 31 landscape projects and awarded four grants.
- Provided 38 member agency staff scholarships to professional trainings and qualification, increasing total number of member agency qualified staff to 398.
- Finalized and distributed Water Efficient Landscape Ordinance (WELo) implementation tools and updated webpage for member agency staff.
- Served on ReScape California Advisory Board.
- Supported the launch of Bay-Friendly Rated Landscape Scorecard Version Four.

FY 18-19 ACTIVITIES

- Promote Water Efficient Landscape Ordinance toolkit and provide technical assistance. (C)
- Promote scholarships and technical assistance to member agencies through e-news, case studies and an annual report. (O)
- Manage existing grants and technical assistance to member agencies on Bay-Friendly landscape projects. Promote Bay-Friendly as a pathway to WELo compliance and develop model materials and policy for member agencies. (O)
- Sponsor ReScape CA. (O)
- Provide trainings and scholarships for member agency staff on Bay-Friendly Qualified Professional trainings. (O)
- Manage project, conduct program evaluation and develop recommendations to determine the future of Project 1020. (N)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$71,500	\$298,424	\$369,924	1.22

FUNDING SOURCE, FY 18-19

<u>(33) RB Source Reduction</u>	<u>(34) RB Market Development</u>
\$122,075	\$247,849

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1150 - BAY-FRIENDLY WATER EFFICIENT LANDSCAPE PROP 84

Project #: 1150

Project Manager: Kelly Schoonmaker

DESCRIPTION

Provides administrative support for Prop 84 grant funded projects related to agency goals in regionalizing Bay-Friendly landscape standards and trainings and increasing use of 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.

FY 17-18 ACCOMPLISHMENTS

- Completed annual report of Round I of Prop 84 funding.
- Completed final report of Prop 84 Round II program implementation.
- Completed activities for Prop 84 Round III, including Lawn to Garden Marketplace run by StopWaste and administration of the regional water rebates with 12 partner water agencies Bay Area wide.

FY 18-19 ACTIVITIES

- Serve on the Bay Area Integrated Regional Water Management Planning Coordinating Committee to seek out external funding and to leverage agency projects Bay Area wide with other key stakeholders. (C)
- Provide support to implementation of Round 2 and 3 not covered in project 1153, such as grant administration and reporting, managing BKi and communication with water agencies, and monitoring rebate reallocations, grant and match funds. (C)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$0	\$60,919	\$60,919	0.34

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(24) Mitigation</u>	<u>(34) RB Market Development</u>
\$4,264	\$4,873	\$51,781

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1153 - BAY-FRIENDLY WATER EFFICIENT LANDSCAPE PROP 84 ROUND III

Project #: 1153

Project Manager: Lisa Pontecorvo

DESCRIPTION

Offers long-term water savings through a suite of water conservation programs designed to improve water use efficiency throughout the San Francisco Bay Area region.

Administers the Bay Area Program (Round III Drought Round) on behalf of a team of 12 participating agencies, and manages the grant agreement in coordination with Association of Bay Area Governments (ABAG) and Metropolitan Transportation Commission (MTC). ABAG received a total of \$32 million from the Department of Water Resources, of which the Bay Area Regional Drought Relief Conservation Program receives \$6.0 million. \$5.7 million is passed through to water agencies for rebates.

The Conservation Program implements water use efficiency Best Management Practices, which include landscape rebates, toilet/urinal rebates and direct installation, and lawn-to-garden education.

FY 17-18 ACCOMPLISHMENTS

- Apportioned and distributed grant reimbursement checks to water agencies.
- Managed consultants, communication with water agencies, rebate reallocations, and grant reporting.
- Convened in-person meetings with 12 participating agencies.
- Implemented regional Healthy Soils Lawn to Garden Marketplace working with stakeholders and retailers to promote consumer resources and rebates for sheet mulching lawns.
- Continued outreach to partner retailers, including display maintenance, site visits, and stakeholder meetings.
- Maintained and updated Lawn to Garden website.
- Completed Proposition 84 audit. California Department of Finance Office of State Audits and Evaluations concluded grant expenditures claimed and matching funds expended complied with grant agreement requirement, and grant deliverables were completed as specified in the grant agreement.

FY 18-19 ACTIVITIES

- Complete all grant deliverables and write Project Completion Report.
- Administer grant and reporting on behalf of 12 participating agencies.

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$32,000	\$0	\$32,000	0.00

FUNDING SOURCE, FY 18-19

(22) Externally Funded
\$32,000

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1200 - PACKAGING

Project #: 1200

Project Manager: Justin Lehrer

DESCRIPTION

Focuses on waste prevention, reuse, and improved recyclability of packaging materials manufactured, sold, and discarded in Alameda County, with an emphasis on packaging that supports food waste reduction goals. 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.

FY 17-18 ACCOMPLISHMENTS

- Worked with a major e-commerce retailer to perform life-cycle analysis of packaging alternatives for customer shipments.
- Reached over 100 businesses to offer education about the benefits of reusable transport packaging and provide implementation assistance when needed. Awarded a total of \$15,000 to three qualified reusables projects.
- Developed reusable plastic container retention and sanitation guides for small scale distributors in English, Spanish, and Chinese.
- Implemented “Rethink Disposable” campaign reaching 31 businesses, which led to four sites keeping a projected 109,000 individual single-use disposable food ware products out of the landfill and off the streets.
- Developed new before/after ReThink Disposable business case study flyer and service ware guide to improve outreach. Conducted targeted “outreach blitzes” in two commercial corridors with a high concentration of food businesses.

FY 18-19 ACTIVITIES

- Compile, evaluate and document best packaging practices for delivery of prepared food and meal kits. (N)
- Promote new food service ware toolkit to food service providers, member agencies, school districts and other relevant end-users of single-use disposables. (N)
- Provide sponsorship and participate in the BayROC working group to plan regional media campaigns aligned with Packaging project goals. (O)
- Oversee delivery of ReThink Disposable program to Alameda County businesses and development of case studies. (O)
- Administer grants, rebates, and incentives for projects that reduce packaging at the source, utilize reusable packaging, and support increased recycling of packaging, with an emphasis on food and beverage related packaging. (O)
- Provide technical assistance in support of sustainable packaging strategies, with an emphasis on food and beverage-related opportunities. (N)
- Supervise and coordinate technical assistance, media and outreach for Reusable Transport Packaging. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$140,000	\$200,449	\$340,449	0.75

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(32) RB Grant to Non Profit</u>	<u>(33) RB Source Reduction</u>	<u>(34) RB Market Development</u>
\$34,045	\$20,000	\$153,202	\$133,202

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1210 - RECYCLED PRODUCT PURCHASE PREFERENCE

Project #: 1210

Project Manager: Rachel Balsley

DESCRIPTION

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

FY 17-18 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 in FY 17-18 included an east county-focused workshop for implementing EPP programs and an all-county roundtable event highlighting opportunities to leverage purchasing to meet climate action goals.
- Updated EPP resources including the Traffic Control Products Fact Sheets and Guide to Green Maintenance and Operations.
- Assisted the City of Alameda 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 \$23 million: janitorial chemicals and papers, Santa Rita Jail inmate food services and toner and ink.
- GSA presented to webinar and in-person audiences totaling an estimated 500 people on green purchasing topics including sustainable food purchasing contract strategies, climate friendly purchasing tools and strategies, and general best practices in green purchasing.

FY 18-19 ACTIVITIES

- Assist member agencies with EPP Policy adoption and implementation, including the updating of EPP resources and supporting the Alameda County Green Purchasing Roundtable meetings. (O)
- 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. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$462,988	\$19,745	\$482,733	0.08

FUNDING SOURCE, FY 18-19

(35) RB RPP

\$482,733

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1220 - FOOD WASTE REDUCTION

Project #: 1220

Project Manager: Cassie Bartholomew

DESCRIPTION

Supports the reduction of food waste generated in food service establishments, households and schools through training, technical assistance and support for food service providers; establishing food share and /or donation in commercial kitchens and cafeterias; and Stop Food Waste residential campaign.

FY 17-18 ACCOMPLISHMENTS

Smart Kitchen Initiative (SKI)

- Developed Food Donation Guide for Businesses.
- Recovered 3,219 pounds of prepared food for donation through partnership with the Eat Real.
- Awarded three Food Recovery Grants to Food Recovery organizations.

Smart Cafeteria Initiative (SCI)

- Trained AUSD staff on district-wide food share policy, issued food share supplies to 10 schools and launched 1st Stop Food Waste School Challenge in OUSD.
- Reached 250 students and their families through 4Rs SAP Food Rescuer Action Project.
- Awarded a \$500,000 grant from CalRecycle to support SCI implementation.

Stop Food Waste Campaign

- Launched interactive tabling activities and community outreach kits for Member Agencies, events, and other food waste reduction outreach throughout the region and country.
- Presented at 35 community events, reaching 1,600 residents through workshops, presentations, trainings, and farmers markets.
- Piloted first outreach event paired with SFW consumer-facing business materials at Eat Real.
- Partnered with Edible East Bay to promote SFW campaign.
- Developed video series to increase reach of SFW campaign.

FY 18-19 ACTIVITIES

- Oversee and evaluate impact of Stop Food Waste media and outreach campaign. (O)
- Identify new partnerships and approaches to strengthen food recovery (food donation) in county. (C)
- Recruit and train SKI businesses upon request, evaluate SKI approach and align with food recovery priority/goal. (O)
- Manage Stop Food Waste Community Outreach grantees. (N)
- Support three school district food share and/or donation programs. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$571,400	\$794,150	\$1,365,550	4.05

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(31) RB Discretionary</u>	<u>(33) RB Source Reduction</u>	<u>(34) RB Market Development</u>	<u>(24) Mitigation</u>
\$25,251	\$732,279	\$441,892	\$63,127	\$103,000

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1250 - REUSABLE BAG ORDINANCE IMPLEMENTATION

Project #: 1250

Project Manager: Meri Soll

DESCRIPTION

Implements the expanded reusable bag ordinance adopted by the WMA Board in 2016. Provides outreach and technical assistance to the 14,000 affected stores and eating establishments. Progressive enforcement with inspections conducted on non-compliant entities, based on complaints made from the general public and in field observations.

FY 17-18 ACCOMPLISHMENTS

- Developed and distributed letters and outreach materials to 14,000 affected entities to inform them of the newly expanded law and compliance requirements.
- Conducted technical assistance visits to over 1,500 affected stores and eating establishments.
- Developed progressive inspection protocol for new complaint based inspection process.
- Conducted store surveys at 100 affected entities and collected and analyzed bag purchasing data to assess the impacts of ordinance, which shows consumer behavior continuing to trend in the right direction.

FY 18-19 ACTIVITIES

- Collect and report bag purchasing data from external partners. (O)
- Continue store inspections. (O)
- Respond to complaints and inquiries by the general public. (O)
- Manage bag compliance issues including working with bag vendors and manufacturers. Coordinate with CalRecycle compliant bag listing as needed. (O)
- Direct parking lot surveys and store observations to assess ordinance effectiveness. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$21,000	\$202,102	\$223,102	1.00

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(31) RB Discretionary</u>	<u>(33) RB Source Reduction</u>
\$22,310	\$111,551	\$89,241

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1260 - COMPOST AND MULCH

Project #: 1260

Project Manager: Kelly Schoonmaker

DESCRIPTION

Focuses on increasing the availability, access to 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, and home gardeners; 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.

FY 17-18 ACCOMPLISHMENTS

- Trained approximately 300 public and private landscape professionals on the use of compost and mulch.
- Conducted one-day Water Efficient Landscape Ordinance (WELo) workshops in partnership with PG&E, leveraging the requirements of the ordinance to educate landscape professionals and public agency staff about the use of compost and mulch.
- Reduced the number of WELo workshops to one by sharing our curriculum with other organizations, including USGBC North Bay/Sonoma County Water District, Los Angeles Metropolitan Water District, and California Landscape Contractors Association (CLCA). CLCA offered five WELo workshops (including three in the Bay Area) based on our curriculum highlighting the importance of compost and mulch in water conservation.
- Directly reached 130 people through StopWaste Environmental Educator Training (SWEET), schools, and partner lawn parties, garden maintenance workshops in Alameda, Berkeley, Fremont, Livermore, Oakland, and San Leandro. Converted over 20,000 square feet of lawn, using 45 cubic yards of compost and 100 cubic yards of mulch. Diverted 20 tons of green waste from landfill, saving over 250,000 gallons of water per year.
- Began carbon farm planning for WMA Property in partnership with the Alameda County Resource Conservation District, who received a grant from the Department of Water Resources to create and pilot carbon farm plans in the county. Planning will continue into next fiscal year, followed by implementation of a pilot project on WMA Property.

FY 18-19 ACTIVITIES

- Provide education on compost and mulch use to 500 public agency staff and landscape industry professionals through ten “Lunch and Learns” and three larger workshops. (O)
- Cultivate partnerships through participation in groups such as the California Organics Recycling Council, as well as sponsorships, grants and/or collaborations with other industry organizations and partners, such as EBMUD and PG&E. (O)
- Monitor and engage in advocacy on state codes, regulations and policies relating to compost and mulch, such as the CA Water Efficient Landscape Ordinance and SB 1383 Short Lived Climate Pollutants Act Rulemaking. (O)
- Update, maintain, and promote online resources for compost, mulch, sheet mulching, and WELo compliance. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$107,000	\$138,853	\$245,853	0.57

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(34) RB Market Development</u>
\$24,585	\$221,268

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1347 - BAYREN (BAY REGIONAL ENERGY NETWORK)

Project #: 1347

Project Manager: Karen Kho

DESCRIPTION

The Bay Area Regional Energy Network is a partnership between the Agency, Association of Bay Area Governments (ABAG) and eight other county representatives in the Bay Area. Since 2013 BayREN has designed and administered regional energy efficiency programs with energy utility ratepayer funding. The Agency represents the interests of Alameda County jurisdictions within BayREN. The Energy Council Technical Advisory Group provides ongoing input into BayREN's regional programs and pilots, and prioritizes local outreach activities. This is a multi-year program that is authorized by the California Public Utilities Commission and is contracted annually.

FY 17-18 ACCOMPLISHMENTS

- Implemented regional multifamily program, with average project energy savings of 15 percent. Provided incentives to 579 units in Alameda County and to a total of 5,195 in the Bay Area region.
- Conducted multifamily outreach in Alameda County, including four property owner workshops (Berkeley, Livermore, Newark and Oakland) and two direct mail campaigns, two feature length articles and two "Green Sheet" appearances in East Bay Rental Housing magazine.
- Conducted single family outreach throughout Alameda County, including five homeowner events and eight realtor/contractor events.
- Scheduled two local trainings on new energy code and promoted quarterly regional forums on green building and energy policy.
- Supported local governments in considering Residential Energy Assessment and Disclosure policies.
- Enrolled 37 new Home Energy Score assessors and provided quality assurance for 695 scores.
- Co-financed four multifamily upgrade projects with regional lender California Community Reinvestment Corporation.

FY 18-19 ACTIVITIES

- Lead the Home Energy Score program in partnership with BayREN. (O)
- Manage the operations of the regional multifamily rebate program and financing programs. (O)
- Represent Alameda County jurisdictions in nine-county regional partnership. (O)
- Conduct local outreach in Alameda County for the single-family, multifamily, codes and standards and financing programs. (O)
- Provide regulatory assistance to ABAG to support BayREN programs and funding opportunities. (O)
- Participate in California Public Utilities Commission regulatory proceedings and evaluation studies on behalf of the multifamily program. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$5,459,500	\$559,944	\$6,019,444	3.48

FUNDING SOURCE, FY 18-19

(40) Energy Council
\$6,019,444

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1348 - PG&E LOCAL GOVERNMENT PARTNERSHIP

Project #: 1348

Project Manager: Jennifer West

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 California Public Utility Commission (CPUC) and California Energy Commission (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, and 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. Conducts Green House Gas (GHG) Data Inventory support and innovative pilot programs in both Alameda and Contra Costa Counties. Supports and delivers programmatic outreach.

FY 17-18 ACCOMPLISHMENTS

- Administered East Bay Energy Watch Strategic Advisory Committee.
- Managed Strategic Energy Resource pilot programs.
- Issued local government stipends totaling \$60,000.
- Coordinated small commercial incentive programs with Green Business program.

FY 18-19 ACTIVITIES

- Coordinate EBEW program activity with BayREN, East Bay Community Energy and the Energy Council and StopWaste. (O)
- Participate in CPUC and CEC regulatory proceedings. (O)
- Execute agreements and administer pass-through funding to consultants and local governments in Alameda and Contra Costa Counties from PG&E. (O)
- Conduct strategic planning and provide technical oversight on pilot projects funded through Strategic Energy Resources. (O)
- Convene East Bay Energy Watch Strategic Advisory Committee of jurisdictions in Alameda and Contra Costa Counties. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$582,000	\$133,623	\$715,623	0.73

FUNDING SOURCE, FY 18-19

(40) Energy Council
\$715,623

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1349 - ENERGY COUNCIL INCUBATOR

Project #: 1349

Project Manager: Karen Kho

DESCRIPTION

This project supports strategic planning, proposal development and pilot projects for Energy Council priority areas. The two-year list of priorities will be revisited this fiscal year in conjunction with the Energy Council Technical Advisory Group. Administrative charges that are specific to the Energy Council are also housed in this project.

FY 17-18 ACCOMPLISHMENTS

- Supported member agencies with analysis of Climate Action Plan 1.0 debrief and facilitated conversations regarding 2.0 plans
- Convened a local government forum on fuel switching with Green Cities California.
- Coordinated with East Bay Community Energy staff.

FY 18-19 ACTIVITIES

- Serve on the Board of the Local Government Sustainable Energy Coalition. (O)
- Support member agencies with the energy portions of their Climate Action Plans. (O)
- Facilitated priority setting for the next two-year period. (N)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$67,244	\$55,256	\$122,500	0.27

FUNDING SOURCE, FY 18-19

(40) Energy Council
\$122,500

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1350 - BUILDING SERVICES AND PARTNERSHIPS

Project #: 1350

Project Manager: Miya Kitahara

DESCRIPTION

Promotes material use efficiency and circularity in the built environment by influencing planning, design, construction and maintenance. 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. Advances industry understanding of the climate change impacts of materials in the built environment.

FY 17-18 ACCOMPLISHMENTS

- Produced local government primer on material optimization and circularity in the built environment in partnership with Arup and Ellen MacArthur Foundation.
- Produced member agency tools to facilitate inclusion of consumption-based (waste prevention) greenhouse gas emissions strategies in climate action planning.
- Assisted the City of Alameda and County of Alameda in developing climate adaptation measures for inclusion in their Hazard Mitigation, Climate Action, or General Plans.
- Delivered conference presentations on embodied carbon emissions in materials to elevate the importance of materials management as a climate action strategy.
- Maintained industry partnership with Built It Green and served on Board.
- Maintained key partnership with US Green Building Council and initiated strategic partnership with Carbon Leadership Forum.

FY 18-19 ACTIVITIES

- Coordinate Energy Council Technical Advisory Group and prioritize policy issues. (O)
- Assist member agencies to integrate materials management into climate action planning for greenhouse gas emissions mitigation and climate change resiliency. (O)
- Maintain or initiate strategic industry partnerships to promote concepts of material optimization and embodied carbon. (N)
- Assist member agencies to operationalize circular economy principles in the built environment. (N)
- Maintain industry partnership with Built It Green and serve on Board. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$92,500	\$271,130	\$363,630	1.04

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(31) RB Discretionary</u>	<u>(32) RB Grant to Non Profit</u>	<u>(33) RB Source Reduction</u>
\$171,815	\$36,363	\$10,000	\$145,452

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1355 - MULTI-FAMILY CHALLENGE GRANT

Project #: 1355

Project Manager: Ben Cooper

DESCRIPTION

Advances key strategies connected to the Existing Buildings Energy Efficiency Action Plan specific to the multifamily sector, in order to realize the significant savings embedded in the multifamily sector. There are more than 2.4 million existing multifamily dwelling units in California, which represents 23 percent of California total housing units. In addition, according to the Low-Income Barriers Study (CEC 2016) over 47 percent of low-income residents in California live in multifamily units.

The project will accelerate multifamily building upgrades by 1) enabling broader consideration of multifamily energy assessment ordinances; 2) ensuring that AB 802 benchmarking and disclosure is feasible in the multifamily sector; and 3) leveraging market-based mechanisms for building energy transparency and financing.

This project is funded by a California Energy Commission Local Government Challenge grant focused on “Accelerating Multifamily Building Upgrades.”

FY 17-18 ACCOMPLISHMENTS

- Provided benchmarking technical assistance to multifamily building owners throughout the Bay Area.
- Convened technical task forces to review potential Low Cost Assessment Tools.
- Initiated Rental Housing Potential Study that will assess multifamily rental inspection policies across the state as a point of entry for energy efficiency assessments.
- Initiated policy assistance to the cities of Berkeley, Hayward and Oakland.

FY 18-19 ACTIVITIES

- Develop recommendations to improve tenant access to energy efficiency data. (C)
- Complete Rental Housing Potential Study. (C)
- Develop Low Cost Assessment Tool and piloted its use in the City of Berkeley. (C)
- Complete report on housing finance coordination. (C)
- Develop Multifamily Benchmarking Best Practices Guide. (C)
- Provide policy assistance to the cities of Hayward and Oakland. (C)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$212,500	\$323,493	\$535,993	1.96

FUNDING SOURCE, FY 18-19

(40) Energy Council
\$535,993

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

1411 - CALRECYCLE K-12 GRANT

Project #: 1411

Project Manager: Cassie Bartholomew

DESCRIPTION

CalRecycle Food Waste Prevention and Rescue Grant's K-12 Smart Cafeteria Initiative will reduce wasted food in Oakland and Livermore Unified school cafeterias, address hunger and lower overall greenhouse gas emissions through the expansion of existing school food share tables in school cafeterias and the establishment of new food waste prevention and rescue projects to donate edible food to feed people and reduce the amount of California-generated food materials being sent to landfill.

FY 17-18 ACCOMPLISHMENTS

This is a new project for FY18-19.

FY 18-19 ACTIVITIES

- Partner with Oakland Unified School District, Livermore Valley Joint Unified School District and All In to End Hunger to implement the Alameda County's K-12 Schools Smart Cafeteria Initiative. (N)
- Establish food donation through All In's food recovery program, providing a sustainable career pathway for individuals with barriers to employment, empowering them to help reduce food insecurity in their communities. (N)
- Implement school-wide challenges that include plate waste studies and waste audits, classroom curriculum, and outreach into student's households to reduce the disposal of edible food to landfill through prevention, donation and composting residuals. (N)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$453,611	\$12,112	\$465,723	0.08

FUNDING SOURCE, FY 18-19

(22) Externally Funded

\$465,723

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

2030 - REVOLVING LOAN FUND

Project #: 2030

Project Manager: Meri Soll

DESCRIPTION

Since 1995, the RLF has distributed close to \$7 million in loan funding to 50 businesses. This “gap financing” was created to support small and medium sized businesses engaged in source reduction and recycling activities that divert waste from Alameda County landfills. The RLF program was discontinued at the end of FY 16-17, due to lack of demand for funding. We will continue to service the remaining loan recipient until loan has been paid down, estimated to be completed 2021.

FY 17-18 ACCOMPLISHMENTS

- Retained loan servicing company.

FY 18-19 ACTIVITIES

- Ensure loan recipient’s loan is serviced on a timely basis. Review loan servicing documents. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$300	\$4,130	\$4,430	0.01

FUNDING SOURCE, FY 18-19

(29) RB Revolving Loans

\$4,430

2040 - COMPETITIVE GRANTS

Project #: 2040

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 - Up to \$20,000 to support ongoing reuse activities. For-profit entities may apply for grants if they operate a re-use entity.

Competitive Grants - \$20,000-\$45,000 to support one-time larger projects.

Mini-Grants - Up to \$5,000 to all types of businesses, municipalities, and non profits for projects incorporating the 4Rs.

Charity Thrift Grants - Up to \$15,000 to thrift stores operating in Alameda County (to offset the cost of illegal dumping at their facilities).

FY 17-18 ACCOMPLISHMENTS

- Hosted stakeholder meeting for reuse, repair and recovery organizations to develop networking opportunities and better understand the industry.
- Streamlined grant application to enable potential grantees to complete one central application.
- Conducted outreach activities to solicit grant applicants.
- Issued grant application for FY17-18 funding. Completed site tours to potential grantees to assess capacity and alignment with program goals.
- Processed and managed grant funding agreements for several different grant focus areas, ensuring deliverables and schedules were properly met.
- Anticipate distributing \$200,000 in grants by end of FY 17/18.

FY 18-19 ACTIVITIES

- Promote grant program via updated mailing lists, grassroots outreach and social marketing websites. (O)
- Review all grant applications. Distribute applications to appropriate staff members for review and comment. Conduct site tour and follow up activities for potential grantees. (O)
- Conduct quarterly stakeholder meetings to develop networking opportunities for non profits involved with similar missions, with a focus on reuse/repair/recovery infrastructure in Alameda County. (N)
- Coordinate selected grantees to provide updates to Recycling Board (as requested). (O)
- Complete funding agreements with selected grant recipients. Monitor grant funding agreements to ensure deliverables are being met and on schedule. Visit applicants periodically. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$235,500	\$114,048	\$349,548	0.39

FUNDING SOURCE, FY 18-19

<u>(32) RB Grant to Non Profit</u>	<u>(34) RB Market Development</u>
\$324,548	\$25,000

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

2090 - MANDATORY RECYCLING IMPLEMENTATION

Project #: 2090

Project Manager: Rachel Balsley

DESCRIPTION

Implements Mandatory Recycling Ordinance 2012-01 (MRO). Ordinance covers multi-family buildings with five or more units, commercial accounts, and in-county transfer stations and landfills. Also implements WMA Ordinance 2008-01 (Plant Debris Landfill Ban) countywide. As of July, 2018, all but one member agency will be fully-opted in to both Phase 1 and 2 of the Ordinance, covering both recyclables and organics.

FY 17-18 ACCOMPLISHMENTS

- Conducted over 11,000 inspections of covered commercial and multi-family accounts.
- Mailed ordinance notification and warning letters to covered account holders based on violations found during inspections, as well as general enforcement letters to other commercial accounts.
- Issued more than 300 citations to covered account holders for violations found during inspections, with approval of jurisdictions' representatives.
- Reached out to more than 800 commercial accounts with waste reduction and compliance technical assistance. Priority given to accounts requesting assistance or 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 July 1, 2017 or January 1, 2018 (Fremont, Newark, and Union City).

FY 18-19 ACTIVITIES

- Reach out to covered accounts, haulers, member agencies, chambers and associations regarding MRO requirements and support materials. (O)
- Conduct activities to enforce the MRO requirements, including conducting routine inspections and sending enforcement letters. (O)
- Provide technical assistance to at least 600 businesses and multi-family properties to help them divert recyclables and organics and comply with the MRO. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$728,000	\$1,313,089	\$2,041,089	6.05

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(31) RB Discretionary</u>
\$408,218	\$1,632,871

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

2110 - CONSTRUCTION & DEMOLITION DEBRIS RECYCLING

Project #: 2110

Project Manager: Meri Soll

DESCRIPTION

Offers technical assistance to member agencies to support Construction & Demolition Debris (C&D ordinance and code implementation, including incorporating Green Halo (a web based C&D tracking tool) into jurisdiction permitting systems. Acts as a liaison with both regional entities and member agencies and processing facilities to encourage third party certifications at mixed C&D facilities used by Alameda County contractors. Coordinates with local C&D facilities regarding diversion reporting. 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.

FY 17-18 ACCOMPLISHMENTS

- Hosted C&D working group meetings to provide support to member agencies regarding CALGreen building code C&D recycling requirements.
- Continued to work with regional entities and mixed C&D facilities to promote importance of a comprehensive third party facility certification program for the region.
- Developed incentive program for mixed C&D processing facilities to receive third party certification. Three facilities signed on for incentive program.
- Worked with jurisdictions to require use of third party certified facilities.

FY 18-19 ACTIVITIES

- Provide support to C&D industry regarding best practices and resources to divert C&D. (O)
- Coordinate with regional entities on third party facility certification issues. (O)
- Outreach to facilities/site tours to solicit mixed C&D facilities to participate in 3rd party certification Incentive Program. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$34,000	\$134,357	\$168,357	0.43

FUNDING SOURCE, FY 18-19

(24) Mitigation

\$168,357

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

2220 - MEASURE D DISBURSEMENT

Project #: 2220
Project Manager: Meri Soll

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

- Disbursed funds in a timely manner.
- Received annual expenditure reports from all 16 member agencies.

FY 18-19 ACTIVITIES

- Review Member Agency Annual Data Reports to determine compliance with Board standards and assess eligibility of all participating agencies. (O)
- Solicit and receive Measure D Annual Expenditure reports from all participating agencies; evaluate reports for compliance with eligibility spending and fund accumulation policies adopted by the Recycling Board. (O)
- Make all quarterly disbursements in a timely manner. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$4,836,779	\$0	\$4,836,779	0.00

FUNDING SOURCE, FY 18-19

(27) RB Municipalities
\$4,836,779

2311 - USED OIL RECYCLING GRANT

Project #: 2311

Project Manager: Robin Plutchok

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

- Implement countywide media campaign promoting used oil and filter recycling with funds contributed from member agency block grant funds. (O)
- Coordinate with member agencies to ensure receipt of block grant contributions. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$150,000	\$0	\$150,000	0.00

FUNDING SOURCE, FY 18-19

(22) Externally Funded

\$150,000

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

2312 - HOUSEHOLD HAZARDOUS WASTE FACILITIES

Project #: 2312

Project Manager: Pat Cabrera

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.

FY 17-18 ACCOMPLISHMENTS

- Promoted program through direct mail, targeted online media buys and social media.
- Updated the HHW website which resulting in a doubling of page visits for the facilities and one day events
- Hosted 10 one day events serving an estimated 4,800 households.
- Alameda County facilities planning on serving approximately 52,000 households this year.
- Fremont expected to significantly exceed performance goal of 13,000 households per year.
- Worked with County Assessor to implement HHW fee on property taxes, and sent bills to property owners who are exempt from property taxes.

FY 18-19 ACTIVITIES

- Plan on expanding operations (opening an additional day) at the Livermore and Hayward facility to address capacity issues and/or to help increase participation. (N)
- Manage the legal and operational relationships with the four HHW facilities as per the terms of the MOU. (O)
- Ensure timely delivery of data to the assessor's office for the HHW fee to appear on the property tax bills and continue collection of the fee from property owners that are exempt from property taxes or did not receive a bill. (O)
- Continue to promote one events and the facilities through direct mail, targeted online media buys and social media. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$6,293,898	\$161,771	\$6,455,669	0.49

FUNDING SOURCE, FY 18-19

(28) HHW Fees
\$6,455,689

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

2420 - BUSINESS ASSISTANCE SUPPORTING ACTIVITIES

Project #: 2420

Project Manager: Rachel Balsley

DESCRIPTION

Provides indoor food scraps bins worth up to \$500 per site to businesses and multi-family properties through the Free Indoor Food Scraps Bin Program. (This project previously also housed the sub-projects of the development of new diversion support materials for high organics-generating business sectors and the provision of support for waste stream diversion infrastructure projects at public schools. Schools diversion infrastructure has been moved to Schools Outreach Project as of FY 18-19.)

FY 17-18 ACCOMPLISHMENTS

- Approved over 800 businesses and multi-family properties for free indoor food scrap bins.
- Completed development of support materials specific to high organics-generating business sectors.
- Supported priority partner school districts with assistance or diversion infrastructure.

FY 18-19 ACTIVITIES

- Provide free indoor food scraps bins to eligible businesses and multi-family properties. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$150,000	\$79,612	\$229,612	0.39

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(31) RB Discretionary</u>
\$91,845	\$137,767

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

3021 - MISCELLANEOUS SMALL GRANTS ADMINISTRATION

Project #: 3021
Project Manager: Patricia Cabrera

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

- No grants received in FY16/17.

FY 18-19 ACTIVITIES

PROJECT COST, FY 18-19

<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, FY 18-19

(22) Externally Funded
\$300,000

3210 - PROPERTY MANAGEMENT

Project #: 3210

Project Manager: Kelly Schoonmaker

DESCRIPTION

Provides property management services and oversight for Authority-owned property in the Altamont Hills in eastern Alameda County. Management and oversight includes property maintenance, lease development, cattle grazing licensing, revenue collection and enhancement and other land-related activities with the objective of preserving the natural assets in a public trust, generating revenue and managing risk.

FY 17-18 ACCOMPLISHMENTS

- Maintained property and managed leases and cattle grazing licenses.
- Completed lease renewals and new licenses.
- Completed Conservation Easement Development.

FY 18-19 ACTIVITIES

- Represent the WMA as Property Manager in all transactions and in management of WMA Property. (O)
- Oversee property maintenance and manage easements, leases, and licenses on WMA property. (O)
- Collect revenue from lessees and licensees. (O)
- Oversee carbon farming project on Agency property, including planning, implementation of pilot project, and seeking funding for project expansion. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$85,500	\$81,961	\$167,461	0.29

FUNDING SOURCE, FY 18-19

(24) Mitigation

\$167,461

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

3230 - TECHNICAL ADVISORY COMMITTEE

Project #: 3230
Project Manager: Meghan Starkey

DESCRIPTION

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

FY 17-18 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.
- Convened monthly meetings of sub-group to review draft regulations for SB1383 and facilitate member agency input to CalRecycle in coordination with StopWaste input.

FY 18-19 ACTIVITIES

- Provide regular updates to TAC on Agency programs. (O)
- Facilitate regular meetings of the TAC sub-group regarding implementation of SB1383. (O)
- Solicit input on initiatives of the Agency, including implementation of priority projects. (O)
- Facilitate monthly TAC meetings. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$3,200	\$80,739	\$83,939	0.26

FUNDING SOURCE, FY 18-19

(21) Facilities
\$83,939

3240 - FEE ENFORCEMENT

Project #: 3240

Project Manager: Todd High

DESCRIPTION

Implements ACWMA Ordinance 2009-01 (Facility Fee) and other-fee related ACWMA ordinances.

FY 17-18 ACCOMPLISHMENTS

- Processed reports and payments from haulers reporting tons from Alameda County that were disposed of in non-Alameda County facilities.
- Conducted investigations and initiated enforcement against haulers not reporting or remitting Facility Fees.

FY 18-19 ACTIVITIES

- Represent Authority on statutory fee administration and authorization to regulated parties, governmental entities, legal counsels, CalRecycle and other parties, as needed. (O)
- Manage hauler landfill data and coordinate same with the Disposal Reporting System. (O)
- Investigate fee avoidance and work to bring hauler into compliance. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$44,000	\$86,432	\$130,432	0.38

FUNDING SOURCE, FY 18-19

(21) Facilities

\$130,432

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

3250 - CARBON FARM PLANNING & IMPLEMENTATION

Project #: 3250

Project Manager: Kelly Schoonmaker

DESCRIPTION

Focuses on carbon farm planning on WMA property in the Altamont Pass area. Elements included in this project: development of carbon farm plan and management of the implementation of associated pilot projects on the property in collaboration with the Alameda County Resource Conservation District (ACRCD), education and outreach on compost to ACRCD and partners to support carbon farming in Alameda County.

FY 17-18 ACCOMPLISHMENTS

- Organized lectures on compost science, benefits, and uses for ACRCD, Natural Resource Conservation Service (NRCS), and partners.
- Conducted site visits to property for ACRCD, NRCS, Carbon Cycle Institute staff and advisors.
- Initiated carbon farm planning process.

FY 18-19 ACTIVITIES

- Oversee activities related to carbon farming on WMA property, including education to partners. (N)
- Provide support to carbon farming activities on WMA property. (N)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$10,000	\$25,495	\$35,495	0.10

FUNDING SOURCE, FY 18-19

(21) Facilities
\$35,495

3410 - GENERAL PLANNING

Project #: 3410

Project Manager: Anu Natarajan

DESCRIPTION

Provides general planning assistance to the agency, including strategic planning and priority-setting, as well as researching issues, developing positions on solid-waste related planning documents, responding to waste-related Environmental Impact Reports, 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. Considers and makes recommendations on amendments to the Countywide Integrated Waste Management Plan (CoIWMP).

FY 17-18 ACCOMPLISHMENTS

- Incorporated guiding principles approved by Boards (results of mid-point assessment of Strategic Workplan 2020) into budget and projects.
- Processed two CoIWMP amendments (Altamont and Davis St. facilities).
- Participated in rulemaking with CalRecycle on SB 1383 (Short-Lived Climate Pollutants) and AB 901 (Disposal and Recycling Facility Reporting Program).

FY 18-19 ACTIVITIES

- Outline an Outreach/Engagement Plan and strategically expand partnerships and external funding opportunities for specific Agency work. (N)
- Assist up to six member agencies to include upstream material consumption related strategies in their climate action plans. (O)
- Respond to local, regional and state plans that address and reinforce agency priorities. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$56,500	\$250,613	\$307,113	0.87

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(24) Mitigation</u>
\$248,762	\$58,351

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

3416 - COIWMP AMENDMENTS APPLICATION

Project #: 3416

Project Manager: Anu Natarajan

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

- One amendment was proposed in FY17-18, and is under review as of April 2018.

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$20,000	\$0	\$20,000	0.00

FUNDING SOURCE, FY 18-19

(22) Externally Funded

\$20,000

3460 - FIVE YEAR AUDIT

Project #: 3460

Project Manager: Meri Soll

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), while Program Audit is conducted separately, covering all five years. Audit covers both StopWaste and the member agencies. Next financial audit and Compliance audit RFP to be released in Summer 2019, contract award in Fall of 2019. Phase I = FY 16/17, FY 17/18, and FY 18/19. Phase 2 = FY 19/20 and FY 20/21. Next Program Review will be in the Fall of 2021.

FY 17-18 ACCOMPLISHMENTS

- Managed both HF&H (programmatic audit) and Crowe Horwath contracts (financial audit) for adherence to schedule and budget and work with member agency staff.
- Developed on-line reporting system for cities to enter financial and programmatic data, which greatly reduces the need for on-site review resulting in reduction of time spent by city staff and consultants to review data.
- Final report, recommendations, new protocols and complete presentation provided to Recycling Board.
- Recommendations implemented at staff level.

FY 18-19 ACTIVITIES

- Release draft RFP for Financial and Compliance Audit Summer of 2019 for Phase I (FY 16-17, 17-18 and 19-20). (N)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$0	\$9,504	\$9,504	0.04

FUNDING SOURCE, FY 18-19

(32) RB Grant to Non Profit

\$9,504

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

3480 - MEASUREMENT AND ANALYSIS

Project #: 3480

Project Manager: Meghan Starkey

DESCRIPTION

Provides ongoing measurement and analysis of progress towards agency goals. Identifies appropriate measures and/or indicators to assess progress towards Board approved interim goals and program evaluation. Conduct sampling based field studies.

FY 17-18 ACCOMPLISHMENTS

- Designed study to test effectiveness of Mandatory Recycling Ordinance in food generating businesses.
- Sampled food waste generating businesses in three separate periods:
- Compared Dublin and Livermore to see if there was a statistical difference between composition of garbage in food waste generating businesses. (Livermore is covered by Mandatory Recycling Ordinance, Dublin is not).
- Conducted two of three planned sets of samples for Newark and Union City, to see if there are statistical differences in before and after implementation of organics requirements. (Third sampling period will be scheduled after enforcement begins July 1, 2018.)
- Supported development of agency indicators and internal use of data to inform program design.
- Developed scope for Food Waste Prevention Studies and began estimating total edible food being wasted in Alameda County.
- Develop phone survey to determine impact of Food Waste Prevention campaign; survey to be administered in September, 2018.

Through Project 3440 - Waste Characterization Study (now discontinued):

- Conducted two seasons of sampling at landfills and transfer stations for commercial, roll off and self-haul loads.
- Used data from Benchmark Sampling to allocated waste types for single and multifamily residential sectors.
- Final Report published in May 2018.

FY 18-19 ACTIVITIES

- Conduct phone survey in September 2018 to evaluate impact of Food Waste Reduction campaign. (C)
- Estimate edible food waste in Alameda County and analyze potential recovery by sector. (N)
- Scope and begin field work for measuring contamination in residential and commercial organics streams. (N)
- Conduct two to three sampling periods in MRO covered businesses, including sampling for Newark/Union City after start of enforcement for organics requirements. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$74,550	\$332,443	\$406,993	1.09

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(32) RB Grant to Non Profit</u>
\$40,699	\$366,294

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

3510 - GENERAL AGENCY COMMUNICATION

Project #: 3510

Project Manager: Jeff Becerra

DESCRIPTION

Provides general oversight, coordination and technical assistance to agency in areas of public relations, advertising, customer research and communications. Includes broad audience resources such as websites, social media, customer service and the RecycleWhere online search tool.

FY 17-18 ACCOMPLISHMENTS

- Responded to approximately 150 requests per month for recycling assistance via phone and email.
- Produced quarterly electronic newsletters to keep stakeholders up to date on key Agency activities.
- Educated residents, businesses and schools with easy to understand waste reduction information via website, telephone hotline, and RecycleWhere online search tool.
- Recognized five businesses through the annual StopWaste Business Efficiency Awards.

FY 18-19 ACTIVITIES

- Expand reach of agency programs through sponsorships. (O)
- Educate residents, businesses and schools with easy to understand waste reduction information via website, phone hotline and RecycleWhere online search tool. (O)
- Recognize outstanding businesses for their significant achievement in waste reduction. (O)
- Produce quarterly electronic newsletters to keep stakeholders up to date on key agency activities. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$103,000	\$1,233,488	\$1,336,488	4.91

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(30) RB Administration</u>	<u>(32) RB Grant to Non Profit</u>
\$1,056,191	\$267,298	\$13,000

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

3530 - LEGISLATION

Project #: 3530

Project Manager: Anu Natarajan

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

- Provided input on the development of regulations for SB 1383 and AB 901.
- Provided support for greenhouse gas reduction funding for CalRecycle and for organics processing infrastructure.
- Participated in the discussion around AB 45 on household hazardous waste, and recommended Extended Producer Responsibility solution.
- Participated in California Product Stewardship Council discussions and efforts.

FY 18-19 ACTIVITIES

- With input from Board, monitor, analyze, and respond to legislation and regulations. (O)
- Continue and expand working relationships with established regional, state and/or national organizations. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$114,000	\$234,076	\$348,076	0.83

FUNDING SOURCE, FY 18-19

<u>(21) Facilities</u>	<u>(32) RB Grant to Non Profit</u>
\$312,576	\$35,500

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

3570 - COMMUNITY BASED OUTREACH

Project #: 3570

Project Manager: Jeanne Nader

DESCRIPTION

Provides training and oversight for the agency's general outreach activities, including "train the trainer". Supports agency's priorities (organics and upstream focus areas) in messaging about the entire food cycle to residential audiences, and identifies potential partners to extend StopWaste's messages to residents. Coordinates closely with Schools Community Based Outreach to leverage collaborative opportunities between youth and the community. Collects both quantitative and qualitative data on outreach activities, and provides periodic reports to the Boards and stakeholders.

FY 17-18 ACCOMPLISHMENTS

- Completed the second annual SWEET (StopWaste Environmental Educator Training) in fall 2017. All 16 participants successfully completed a lawn to garden party, educating 80 community members.
- Ran three SWEET content modules - part of the ongoing project content training for SWEET grads and Master Composter alumni, building a volunteer base for community tabling and presentations. Modules included: Food Waste Reduction, Composting and Edible Gardening to represent all facets of the food cycle. Expected participation at modules is 40 educators.
- Developed and implemented a training program for StopWaste outreach staff that includes best practices for outreach and community engagement.
- Piloted an urban carbon farming project with four farms throughout Alameda County, in which educators teach farm staff how to test soil for organic matter, carbon, provide technical assistance on on-site compost systems and collaborate on community education.
- Presented the food cycle and distributed Stop Food Waste and lawn to garden tools at up to 20 community presentations and workshops sponsored by partner organizations.
- Reach up to 1,000 people at community and Earth Day tabling events.
- Completed the last public Lawn to Garden Party and How to Maintain your Garden workshop in spring 2018 with expected attendance of up to 80 participants.

Expanded the popular www.lawntogarden.org website with a "lawn to food" page to educate edible gardeners on the use of compost and mulch for growing food with links to stop food waste.

- Expected to initiate two community outreach grants with non-profit community organizations, who will engage at least 20 members in the food waste challenge and reporting results in a community wide event.

FY 18-19 ACTIVITIES

- Refine and implement the train the trainer program for field outreach, both internal staff and external volunteers. (O)
- Coordinate and implement countywide community outreach to support the food cycle and upstream priorities. (O)
- Identify and cultivate community leaders for expanded outreach to support the food cycle through community outreach grants. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$110,200	\$536,032	\$646,232	3.00

FUNDING SOURCE, FY 18-19

(21) Facilities

\$646,232

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

3580 - SCHOOLS BASED COMMUNITY OUTREACH

Project #: 3580

Project Manager: Angelina Vergara

DESCRIPTION

Educates students in waste reduction behaviors, and supports their actions and influence on behaviors at school, at home, and in their community. This project provides education to students, families, parent communities, teachers, school leaders, school district staff, and environmental education partners.

FY 17-18 ACCOMPLISHMENTS

- Provided 140 educational tours promoting 4Rs behaviors at home and at school to 8,400 students and 1,800 teachers and chaperones.
- Over 300 students, chaperones, families and teachers participated in the StopFoodWaste Challenge.
- 4Rs Student Action Project- K-12 reached 12,000 students, teachers, family members, and residents directly and indirectly through schoolwide organics recycling action and food waste reduction action projects.
- Partnered with Cal Athletics on the campus Zero Waste initiative contributing to UC Berkeley winning the 2018 Pac-12 Zero Waste Challenge. Over 70 student, teachers and family members volunteered to support proper sorting behaviors.

FY 18-19 ACTIVITIES

- Collect qualitative and quantitative data on community outreach and provide periodic report to the Board, member agencies, and stakeholders. (O)
- Administer StopWaste Educator Technical Assistance, StopWaste Teacher Network Stipends, and Action Kit Program, and provide technical assistance as needed for K-12 School Partners. (O)
- Refine, develop, oversee, evaluate the strategic plan for schools-based community outreach. (O)
- Implement Schools-Based Outreach Programs, Educational Tours, 4Rs & SWAP Action Project, and StopWaste Teacher Network, which includes family outreach, and operations and maintenance of education centers at Fremont and Davis Street Transfer Stations. (O)

PROJECT COST, FY 18-19

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$283,800	\$1,183,643	\$1,467,443	8.44

FUNDING SOURCE, FY 18-19

(21) Facilities

\$1,467,443

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New

V. APPENDIXES

APPENDIX A - CLASSIFICATION, GRADE, AND SALARY STEP STRUCTURE

GRADE	CLASSIFICATION								
17	Executive Director	Surveyed Median: \$20,417 (no CPI adjustment), Per contract: \$19,924							
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
16	vacant	15,859	16,335	16,825	17,330	17,850	18,385	18,937	19,505
15	Administrative Services Director	14,753	15,196	15,651	16,121	16,605	17,103	17,616	18,144
	Deputy Executive Director	14,753	15,196	15,651	16,121	16,605	17,103	17,616	18,144
14	vacant	13,724	14,135	14,559	14,996	15,446	15,909	16,387	16,878
13	Principal Program Manager	12,766	13,149	13,544	13,950	14,368	14,799	15,243	15,701
12	vacant	11,876	12,232	12,599	12,977	13,366	13,767	14,180	14,605
11	Senior Program Manager	11,047	11,378	11,720	12,071	12,433	12,806	13,191	13,586
	Senior Management Analyst	11,047	11,378	11,720	12,071	12,433	12,806	13,191	13,586
10	Information Systems (IS) Manager	10,276	10,585	10,902	11,229	11,566	11,913	12,270	12,639
	Financial Services Manager	10,276	10,585	10,902	11,229	11,566	11,913	12,270	12,639
	Legislative and Regulatory Affairs Manager	10,276	10,585	10,902	11,229	11,566	11,913	12,270	12,639
9	Program Manager III	9,559	9,846	10,141	10,446	10,759	11,082	11,414	11,757
	Management Analyst III	9,559	9,846	10,141	10,446	10,759	11,082	11,414	11,757
8	Program Manager II	8,892	9,159	9,434	9,717	10,008	10,309	10,618	10,937
	Clerk of the Board	8,892	9,159	9,434	9,717	10,008	10,309	10,618	10,937
	Management Analyst II	8,892	9,159	9,434	9,717	10,008	10,309	10,618	10,937
7	Webmaster	8,272	8,520	8,776	9,039	9,310	9,590	9,877	10,174
6	Program Manager I	7,695	7,926	8,163	8,408	8,661	8,920	9,188	9,464
	Accountant	7,695	7,926	8,163	8,408	8,661	8,920	9,188	9,464
	Management Analyst I	7,695	7,926	8,163	8,408	8,661	8,920	9,188	9,464
5	Executive Assistant	7,158	7,373	7,594	7,822	8,056	8,298	8,547	8,803
4	vacant	6,659	6,858	7,064	7,276	7,494	7,719	7,951	8,189
3	Senior Program Services Specialist	6,194	6,380	6,571	6,768	6,971	7,181	7,396	7,618
	Senior Administrative Assistant	6,194	6,380	6,571	6,768	6,971	7,181	7,396	7,618
2	Program Services Specialist II	5,762	5,935	6,113	6,296	6,485	6,680	6,880	7,086
	Administrative Assistant II	5,762	5,935	6,113	6,296	6,485	6,680	6,880	7,086
1	Program Services Specialist I	5,360	5,521	5,686	5,857	6,033	6,214	6,400	6,592
	Administrative Assistant I	5,360	5,521	5,686	5,857	6,033	6,214	6,400	6,592

FY 18-19 Activities: (C) - Carried over (O) - Ongoing (N) - New



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Attachment D

Fiscal Year 2018/19* Monthly Salary Ranges and Steps and Authorized Positions Authorized Postions: 46.5 FTEs**

Grade Classification

17 Executive Director		Per contract: \$19,924							
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
16 vacant		15,859	16,335	16,825	17,330	17,850	18,385	18,937	19,505
15 Administrative Services Director		14,753	15,196	15,651	16,121	16,605	17,103	17,616	18,144
Deputy Executive Director		14,753	15,196	15,651	16,121	16,605	17,103	17,616	18,144
14 vacant		13,724	14,135	14,559	14,996	15,446	15,909	16,387	16,878
13 Principal Program Manager		12,766	13,149	13,544	13,950	14,368	14,799	15,243	15,701
12 vacant		11,876	12,232	12,599	12,977	13,366	13,767	14,180	14,605
11 Senior Program Manager		11,047	11,378	11,720	12,071	12,433	12,806	13,191	13,586
Senior Management Analyst		11,047	11,378	11,720	12,071	12,433	12,806	13,191	13,586
10 Information Systems (IS) Manager		10,276	10,585	10,902	11,229	11,566	11,913	12,270	12,639
Financial Services Manager ***		10,276	10,585	10,902	11,229	11,566	11,913	12,270	12,639
Legislative and Regulatory Affairs Manager		10,276	10,585	10,902	11,229	11,566	11,913	12,270	12,639
9 Program Manager III		9,559	9,846	10,141	10,446	10,759	11,082	11,414	11,757
Management Analyst III		9,559	9,846	10,141	10,446	10,759	11,082	11,414	11,757
8 Program Manager II		8,892	9,159	9,434	9,717	10,008	10,309	10,618	10,937
Clerk of the Board		8,892	9,159	9,434	9,717	10,008	10,309	10,618	10,937
Management Analyst II		8,892	9,159	9,434	9,717	10,008	10,309	10,618	10,937
7 Webmaster		8,272	8,520	8,776	9,039	9,310	9,590	9,877	10,174
6 Program Manager I		7,695	7,926	8,163	8,408	8,661	8,920	9,188	9,464
Accountant		7,695	7,926	8,163	8,408	8,661	8,920	9,188	9,464
Management Analyst I		7,695	7,926	8,163	8,408	8,661	8,920	9,188	9,464
5 Executive Assistant		7,158	7,373	7,594	7,822	8,056	8,298	8,547	8,803
4 vacant		6,659	6,858	7,064	7,276	7,494	7,719	7,951	8,189
3 Senior Program Services Specialist		6,194	6,380	6,571	6,768	6,971	7,181	7,396	7,618
Senior Administrative Assistant		6,194	6,380	6,571	6,768	6,971	7,181	7,396	7,618
2 Program Services Specialist II		5,762	5,935	6,113	6,296	6,485	6,680	6,880	7,086
Administrative Assistant II		5,762	5,935	6,113	6,296	6,485	6,680	6,880	7,086
1 Program Services Specialist I		5,360	5,521	5,686	5,857	6,033	6,214	6,400	6,592
Administrative Assistant I		5,360	5,521	5,686	5,857	6,033	6,214	6,400	6,592
N/A	Intermittent hourly rates	20.00/hr						105.64/hr	

* Salary increase for eligible employees occur on July 1, 2018.

** Includes regular, limited term and intermittent positions. Does not include any future positions that may be required due to grant/external funding. These positions will be approved as part of the grant/external funding process.

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

ATTACHMENT E

1.6 Employment Process

It is the Authority's policy to staff all positions in a fair and consistent manner. The ASD or other designee of the ED is responsible for recruiting, screening, testing, and referring all eligible applicants for regular employment in accordance with established state and federal legal guidelines and adopted policy. The ED may hire (as well as reclassify or promote) any position within the Agency's classification structure provided that s/he does not exceed the total authorized positions for that fiscal year and that funding is within the authorized appropriation. Board approval is required for any position(s) or funding that exceeds what has been authorized in the budget or by budget amendment (for example when the Agency receives external funds that may require additional staffing)

1.6.1 Recruitment and Selection Procedures

The employment process will be comprised of the following stages:

- A. **Vacancies** - A request to fill the vacant position along with all other pertinent data shall be prepared by the ASD in conjunction with the appropriate staff. A review as to the availability of in-house candidates for a vacancy shall also be conducted. The ED may make internal interim appointments subject to the needs of the Agency. In addition, subject to the needs of the Agency the ED may at his/her discretion offer a regular position to a limited term or intermittent employee if 1)a previously open recruitment had been conducted and the limited term or intermittent employee is currently serving in the position that is being converted to regular status, or 2) the incumbent has been serving in the position that is being converted to regular status for two years or longer and has acquired specialized knowledge and skills that would
-

2.2 Salary Administration

The Authority's policy is to recognize and compensate employees for the work they perform within and beyond the normal work period. The Authority embraces the philosophy to pay fair and reasonable wages that will attract, retain and motivate qualified personnel to meet organizational goals and objectives.

2.2.1 Salary Adjustment Plan Design

The salary plan shall include all classifications in the Authority. Except for the ED, the salary structure shall consist of a salary range. Each range is established using salary control points that will be set to the appropriate labor market. In order to properly compensate employees, adjustments in salary shall be made as described below. Adjustments shall not be automatic, but require at least satisfactory performance. Effective July 1, 2018 the Agency adopted an eight step salary range.

An employee is eligible for a 3% "step" increase once a year or as indicated in his/her respective hiring letter, until s/he reaches the top of her/his respective salary range. For the first year of this plan, current eligible employees will be placed in the step that aligns closest to 3% increase (which may be more or less than 3% depending on their salary prior to the implementation of the step increase). For meritorious performance, the ED in consultation with the ASD, may award an employee a step increase sooner than the normal adjustment date or award a 6% increase provided that the increase does not exceed the top of range.

In addition, salary ranges will be adjusted as follows: The Agency will conduct a total compensation survey periodically but no sooner than every three years to enable the Board to assess whether compensation remains competitive with the market. The Programs and Administration Committee will be consulted in the survey development process to help determine salary range placements and other pertinent criteria. In the years between the surveys, salary ranges will be adjusted by the most currently available Consumer Price Index (CPI) - All Urban Consumers (San Francisco – Oakland- San Jose Area) as determined by the US Bureau of Labor Statistics (BLS), or a lesser amount if necessary to conform to the findings of the most recent total compensation survey. The Board will be asked to approve the salary ranges every year as part of the budget process.

Performance evaluations will be conducted at least annually. Any employee who does not maintain at least satisfactory performance shall be placed on a performance improvement plan (PIP). While on a PIP the employee will not be eligible for a general wage increase (CPI adjustment) or a "step" increase (if not at the top of her/his salary range). The employee will not be eligible for any retroactive adjustments once s/he is no longer on the PIP but will be eligible for a salary increase the following salary adjustment cycle assuming one is approved by the Board or the employee is not at the top of her/his salary range.

2.2.2 Changes in Status

- A. Completion of Probationary Period** - All regular status employees shall serve a twelve (12) month employment probationary period.
 - B. Promotions** – Promoted employees shall be placed in the higher salary range and will be placed in the salary step that aligns closest to a 5% increase (but not to exceed the maximum of the new range) or the bottom of the new salary range, whichever is greater. If the employee moves from a non-exempt to an exempt position, the rules regarding overtime compensation and administrative leave for the new position will apply.
 - C. Compensation When Reclassified** – When an employee's position is reclassified to a higher level classification, or when a classification is assigned to a higher salary range, the employee will be placed in the salary step that aligns closest to a 5% increase (not to exceed the maximum of the new salary range) or the bottom of the new salary range, whichever is greater. If the employee moves from a non-exempt to an exempt position, the rules regarding overtime compensation and administrative leave for the new position will apply.
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When an employee's position is reclassified to a lower paid classification and/or a lower paid salary range (generally due to a classification study), the employee shall retain her/his present salary but will not receive any general wage (CPI) increases until the employee's new salary range exceeds the employee's current salary.

- D. Voluntary Demotion** - Employees who are voluntarily demoted shall be placed in the new classification's salary range, at the same salary if it is within the new range. Salary will be adjusted if it is outside the new range. The new salary shall not exceed the maximum rate for the new, lower salary range, without approval of the ASD and ED.
- E. Involuntary Demotion** - Employees who are involuntarily demoted as a result of disciplinary action shall be placed in the new classification range and their salary may be reduced by placing them in the step which aligns closest to a five percent (5%) reduction from their present salary. However, their salary shall not exceed the maximum rate for the new lower salary range, without approval of the ASD and ED.