

**Authority Board (WMA) and Energy Council (EC) Members**

Pauline Cutter, **WMA President & EC President**  
City of San Leandro, WMA, EC  
Jerry Pentin, **WMA 1st Vice President**  
City of Pleasanton, WMA  
Dan Kalb, **WMA 2nd Vice President, EC 1st Vice President**  
City of Oakland, WMA, EC  
Greg Jones, **EC 2nd Vice President**  
City of Hayward, WMA, EC  
Keith Carson, County of Alameda, WMA, EC  
Jim Oddie, City of Alameda, WMA, EC  
Peter Maass, City of Albany, WMA, EC  
Susan Wengraf, City of Berkeley, WMA, EC  
Dave Sadoff, Castro Valley Sanitary District, WMA  
Don Biddle, City of Dublin, WMA, EC  
Dianne Martinez, City of Emeryville, WMA, EC  
Suzanne Lee Chan, City of Fremont, WMA, EC  
Laureen Turner, City of Livermore, WMA  
Luis Freitas, City of Newark, WMA, EC  
Shelia Young, Oro Loma Sanitary District, WMA  
Tim Rood, City of Piedmont, WMA, EC  
Lorin Ellis, City of Union City, WMA, EC

**AGENDA**

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

**Wednesday, May 27, 2015**

**3:00 P.M.**

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

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

**I. CALL TO ORDER (WMA & EC)**

**II. ROLL CALL (WMA & EC)**

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

Page **IV. CONSENT CALENDAR (WMA & EC)**

- |    |  |                    |
|----|--|--------------------|
| 1  | <b>1. Approval of the Draft Joint Minutes of April 22, 2015 (WMA &amp; EC, separate Votes) (Gary Wolff &amp; Wendy Sommer)</b> | <b>Action</b>      |
| 7  | <b>2. Minutes of the April 21, 2015 Technical Advisory Group (TAG) (EC only) (Gary Wolff, Wendy Sommer &amp; Karen Kho)</b>    | <b>Information</b> |
| 11 | <b>3. Grants Under \$50,000 (WMA only) (Gary Wolff)</b>  | <b>Information</b> |

**V. OPEN PUBLIC DISCUSSION (WMA & EC)**

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

**VI. REGULAR CALENDAR (WMA & EC)**

- |    |   |                                   |
|----|---|-----------------------------------|
| 13 | <b>1. FY15-16 Budget Adoption (WMA only) (Gary Wolff &amp; Pat Cabrera)</b><br>That the WMA Board hold a public hearing on the budget and then adopt the portion of the FY15-16 budget funded by the WMA Board, pursuant to the attached resolution (Attachment B). | <b>Action/<br/>Public Hearing</b> |
|----|---|-----------------------------------|

- |   |                                   |
|---|-----------------------------------|
| <b>2. FY15-16 Budget Adoption (EC only) (Gary Wolff &amp; Pat Cabrera)</b><br>Staff recommends that the EC hold a public hearing, and then adopt the attached resolution (Attachment C), which to maximize transparency readopts the entire EC budget for FY 15-16. | <b>Action/<br/>Public Hearing</b> |
| <b>3. Interim appointment(s) to the Recycling Board for WMA appointee unable to attend future Board Meeting(s) (WMA only) (Gary Wolff)</b><br>(P&O and Recycling Board meeting, June 11th at 4:00 pm – StopWaste Offices, 1537 Webster Street, Oakland, CA)         | <b>Action</b>                     |
| <b>4. CLOSED SESSION (WMA only):</b><br><b>PUBLIC EMPLOYEE PERFORMANCE EVALUATION</b><br>(Pursuant to Government Code Section 54957)<br>Title: Authority Counsel<br>(confidential materials mailed separately)  |                                   |
| <b>VII. COMMUNICATIONS/MEMBER COMMENTS (WMA &amp; EC)</b>   | <b>Information</b>                |
| <b>VIII. ADJOURNMENT (WMA &amp; EC)</b>   |                                   |

**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 22, 2015**

**3:00 P.M.**

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

**I. CALL TO ORDER**

President Pauline Cutter (WMA & EC), called the meeting to order at 3:05 p.m.

**II. ROLL CALL**

**WMA & EC**

County of Alameda	Scott Haggerty, WMA, EC (arrived 3:15 p.m.) (left 5:00 p.m.)
City of Alameda	Trish Spencer, WMA, EC (left 4:40 p.m.)
City of Albany	Peter Maass, WMA, EC
City of Berkeley	Susan Wengraf, WMA, EC
Castro Valley Sanitary District	Dave Sadoff, WMA
City of Dublin	Don Biddle, WMA, EC
City of Emeryville	Dianne Martinez, WMA, EC (left 5:05 p.m.)
City of Fremont	Suzanne Lee Chan, WMA, EC (left 4:55 p.m.)
City of Hayward	Greg Jones, WMA, EC
City of Oakland	Dan Kalb, WMA, EC (arrived 3:15 p.m.)
Oro Loma Sanitary District	Shelia Young, WMA
City of Piedmont	Tim Rood, WMA, EC
City of Pleasanton	Jerry Pentin, WMA
City of San Leandro	Pauline Cutter, WMA, EC
City of Union City	Lorin Ellis, WMA, EC

**Absent:**

City of Newark	Luis Freitas, WMA, EC
City of Livermore	Laureen Turner, WMA

**Recycling Board:**

Environmental Educator	Toni Stein, RB
Environmental Organization	Daniel O'Donnell, RB
Recycling Materials Processing Industry	Minna Tao, RB
Recycling Programs	Adan Alonzo, RB
Source Reduction Specialist	Steve Sherman, RB

**Absent:**

Solid Waste Industry Representative	Michael Peltz, RB
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**Staff Participating:**

Gary Wolff, Executive Director  
Wendy Sommer, Deputy Executive Director  
Pat Cabrera, Administrative Services Director  
Debra Kaufman, Senior Program Manager

## DRAFT

Tom Padia, Recycling Director  
Teresa Eade, Senior Program Manager  
Justin Lehrer, Senior Program Manager  
Meri Soll, Senior Program Manager  
Richard Taylor, Counsel, Authority Board  
Arliss Dunn, Clerk of the Board

### Others Participating:

Arthur Boone, NCRA, Former Recycling Board Member  
Amy Willis, ILWU

### III. ANNOUNCEMENTS BY THE PRESIDENT

There were none.

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

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

Board member Pentin made the motion to approve the Consent Calendar for the WMA Board. Board member Rood seconded and the motion carried 13-0 (Haggerty, Freitas, Kalb, and Turner absent).

Board member Ellis made the motion to approve the Consent Calendar for the Energy Council. Board member Rood seconded and the motion carried 12-0 (Haggerty, Freitas, and Kalb absent).

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

Arthur Boone commented on L.A. Shares, a non-profit organization in Los Angeles that donates office supplies, software, personal electronics and other items headed for the trash. Corporations get tax breaks for donations of items they'd otherwise throw out. These items are given to schools and other nonprofits through L.A. Shares. Nonprofits register with L.A. Shares and list the materials they most need. The city is spared the cost of hauling them away. L.A. Shares uses an interactive website and interested schools and non-profits create an online profile of their organization and creates a list of needed items. Bert Ball is the Executive Director and might be willing to share the software in other communities. Mr. Boone stated that Mr. Ball is considering retiring and encouraged the Board to reach out him. Mr. Wolff stated that he will follow up on this issue.

### VI. REGULAR CALENDAR (WMA, EC & RB)

- |    |  |               |
|----|--|---------------|
| 1. | <b>Alameda County Integrated Waste Management Plan (CoIWMP) Amendment Ordinance 2015-02: Hayward Transfer Station CDI facility (WMA only) (Gary Wolff &amp; Debra Kaufman)</b> | <b>Action</b> |
|    | It is recommended that the Authority waive the requirement to read the full text of the Ordinance, and adopt Ordinance 2015-02.  |               |

## DRAFT

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

<http://stopwaste.org/2015-02coiwmpamendment.pdf>

Amy Willis, ILWU, stated her appreciation for the Board's support of their concerns regarding the wage and benefits for the workers at the new Transfer Station in Hayward. Ms. Willis stated that she was pleased to hear from the Transfer Station Consultant that the workers will be paid comparable wages. She also asked that the Board be willing to consider further action in this area if the new Transfer Station, or other facilities in County, do not in the future pay comparable wages. Board member Chan made the motion to approve the staff recommendation. Board member Wengraf seconded and the motion carried 18-0 (Freitas and Turner absent).

### **2. Proposed FY 2015/16 Budget (WMA, EC & RB) (Gary Wolff & Pat Cabrera)**

**Information**

This item is for information only.

Gary Wolff provided an overview of the long term fiscal context for the agency. Staff; Wendy Sommer, Pat Cabrera, Teresa Eade, Justin Lehrer, Tom Padia, Jeff Becerra, and Meri Soll provided an overview of the agency's programmatic and planning projects. The PowerPoint presentation is available here:

<http://stopwaste.org/fy15/16budgetpresentation>

Board member Stein asked that the PowerPoint presentation be provided to the Board. Board member Stein inquired about the PERS Unfunded Liability (UL) and where it is shown on the balance sheet included in the budget document and how it is being paid. Mr. Wolff stated that there is no balance sheet in the budget document; the balance sheet is included in the agency audit of each fiscal year once it is over. However, as required by GASB 68, the UL will be shown as a liability on the balance sheet included in the audit for the current fiscal year 2014-15. In addition, we have been and will continue to pay a portion of the UL as part of our PERS monthly payment, which is included in the budget. Board member Stein asked why we don't pay off the liability as we are funding grants. Mr. Wolff stated that according to PERS we were not allowed to pay it off until next fiscal year. By the end of the calendar year we will bring before the Board options to address payment of the unfunded liability.

Board member Stein requested that staff provide a more detailed breakdown of cost for the HHW program, more detailed information regarding recycled content building materials and the EPP programs that affect building materials, and inquired if any building materials are used in the property management projects. Mr. Wolff stated that the property portfolio consists of 2 building structures and 1600 acres of land so there is minimal purchasing of building materials. However, the property at 1537 Webster Street recently received LEED Platinum certification for Existing Buildings and Operations Management and a copy of the report outlining the agency's purchasing data will be provided to her.

Board member Pentin asked for further clarification regarding the PERS unfunded liability and questioned why staff did not propose to pay it off previously. Mr. Wolff stated that PERS tells us that because we are participants in a risk pool we are not allowed to pay off the liability until this coming fiscal year 2015-16. Board member Pentin inquired about the \$356,000 budget for fee enforcement and asked if the project is a good investment of resources. Mr. Wolff stated that we have identified a significant number of people that owe us for fees and the amount of money we have been able to collect at least pays for the project. If we are able to get State Legislation adopted that clarifies issues associated with access to landfill records, the level of fee recovery will be much higher than project costs. Board member Pentin stated that he would like to have further information on the revenue received that would justify continuing the project. President Cutter asked for more detailed information on staff costs associated with fee enforcement. Mr. Wolff stated the labor cost shown in the project charter includes fully loaded (that is, salary plus benefits plus overhead) programmatic and administrative staff costs. Board member Pentin inquired about the hard costs listed in the project charter. Mr. Wolff stated the hard costs are the identifiable non-staff costs specific to the project; e.g. retired annuitants from the Sheriff's office to provide assistance for enforcement, printing, postage, mileage reimbursement, etc.

## **DRAFT**

Board member Jones inquired about projections regarding PERS fee increases. Mr. Wolff stated that we were notified by CalPERS that the normal rate will increase in 2015/16 to 9.67% and 2016/17 to 10.01%, and that additionally the payment toward the unfunded liability will be a fixed amount each year rather than a percent of payroll. The PERS increases are factored into our extended spending plan. Board member Stein inquired about workers compensation costs. Ms. Cabrera stated we have had very few workers compensation claims and the cost is 3% of payroll. President Cutter inquired if the budget scenario includes a 2.5% increase or variable. Mr. Wolff stated it includes a 2.5% increase each year.

Mr. Wolff asked the Board to send any additional questions that they may have after the meeting today, and staff will respond in the memo for next month's budget action item. President Cutter thanked staff for the presentation.

### **3. Interim appointment(s) to the Recycling Board for WMA appointee unable to attend future Board Meeting(s) (WMA only)**

(P&O and Recycling Board meeting, May 14<sup>th</sup> at 7:00 pm – Hayward City Hall, Conf. Rm C, 1<sup>st</sup> Floor, 777 B Street, Hayward, CA)

There were no requests for an interim appointment.

### **VII. COMMUNICATIONS/MEMBER COMMENTS (WMA, EC & RB)**

**Information**

Board member Spencer announced that effective immediately she will no longer serve as the Authority Representative for the City of Alameda. Councilmember Jim Oddie will become the representative and Mayor Spencer will become the alternate.

### **VIII. ADJOURNMENT (RB only)**

The Recycling Board adjourned at 4:08 p.m.

**The WMA Board adjourned to closed session at 4:10 p.m. and returned to open session at 4:35 p.m.**

### **IX. CLOSED SESSION (WMA only)**

Pursuant to Government Code Section 54957.6

CONFERENCE WITH LABOR NEGOTIATOR

Agency Designated Representatives: Board Members Biddle, Cutter, Kalb, Pentin

Unrepresented Employee: Executive Director

(confidential materials mailed separately)

### **X. OPEN SESSION (WMA only)**

Consideration of possible amendment to Executive Director's Contract

(President Cutter, WMA only, if appropriate)

A staff report and amendment to the Executive Director's contract was distributed. It is available here: <http://stopwaste.org/EDcontractamendment>. There were no public comments on this item.

Board member Rood made the motion to approve the amendment to the Executive Director's Contract. The amendment increased the Executive Director's salary effective April 1, 2015 by 3%. Board member Sadoff seconded and the motion carried 15-0 (Spencer and Pentin abstained) (Freitas, Turner, and Wengraf absent).

**The Board adjourned to closed session at 4:40 p.m.**

### **XI. CLOSED SESSION (WMA only)**

Pursuant to Government Code Section: 54957.6(a)

CONFERENCE WITH LABOR NGOTIATOR

Agency Negotiator: Gary Wolff

**DRAFT**

Employee Organization: Unrepresented employees (all Agency employees; position titles available upon request) (confidential materials mailed separately)

There was nothing to report from the closed session.

**XII. CLOSED SESSION (WMA only):**

Pursuant to Government Code Section 54957

PUBLIC EMPLOYEE PERFORMANCE EVALUATION

Title: Authority Counsel

(confidential materials mailed separately)

The closed session for the Authority Counsel will be carried over to the May 27<sup>th</sup> WMA meeting.

**XIII. ADJOURNMENT (WMA & EC)**

The WMA and Energy Council adjourned at 5:10p.m.

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**Energy Council**  
**TECHNICAL ADVISORY GROUP (TAG)**

Tuesday, April 21 2015 – 1:00 pm to 3:00 pm

Attendance:

City of Albany: Claire Griffing  
City of Alameda: Maria DiMeglio  
City of Berkeley: Billi Romain  
City of Dublin: Roger Bradley (phone)  
City of Emeryville: Nancy Humphry (phone)  
City of Fremont: Rachel DiFranco (phone)  
City of Hayward: Corrine Ferreyra (phone)  
City of Livermore: Judy Erlandson (phone)  
City of Newark: Myvan Khuu-Seeman (phone)  
City of Oakland: Daniel Hamilton  
City of Piedmont: Kevin Jackson  
City of Union City: Avalon Schultz  
County of Alameda: Damien Gossett  
StopWaste: Heather Larson, Stephanie Stern, Wes Sullens, Wendy Sommer  
Guests: Cal Broomhead, City of San Francisco  
Matt Sullivan, Newcomb Anderson McCormick

**MEETING NOTES**

**Board and CCA Updates**

- The County invited StopWaste/Energy Council to apply for a position on the CCA committee; staff applied.
- Reviewed reps to the CCA committee for each jurisdiction; it's a mix of staff and elected officials.
- LGSEC is partnering with Lean Energy on a CCA event coming up in Los Angeles at the end of May. Heather emailed details with the TAG agenda.

**AB 758 Update (20 min)**

- The CEC released a draft Action Plan for comment. AB 758 allows the CEC to regulate energy in existing buildings.
- Comments on CEC AB 758 Draft Action Plan due April 21 (today). There will be follow up meetings, including a Local Government meeting at CEC on May 7.
- Overall, the Action Plan is high level and includes a lot of strategies relevant to Energy Council programs.
- LGSEC is submitting comments about more actively including local governments as partners, and allowing local governments to access better energy data, focused on monthly data, and also allowing building owners to get aggregate whole building data.

- Billi Romain presented on Berkeley's BESO ordinance at a CEC AB 758 workshop on April 17 2015.
- StopWaste/Energy Council will submit comments, including on: involving local governments in code development, and recognizing the complexity of enforcement. On benchmarking, we commented on how the typical benchmarking ordinance does not apply in all types of jurisdictions, and how whole building data is essential for multifamily benchmarking. We submitted several comments on green building labelling, including reference to the LEED-EBOM standard which we support but it will require subsidy for broad adoption.
- Strategy 1.7 for local governments includes a grant program. BayREN is planning on pursuing this, possibly coordinating with EBEW.
  - Oakland is also considering applying; they would consider a regional approach if it matches their priorities (including code compliance, self-certification pilot).
  - Would like to be notified if any jurisdiction is pursuing the grant directly.
- Staff will follow up after the May 7 meeting at the CEC to see if/what makes sense to prioritize as either a county-wide or regional proposal.

### **Program Updates (30)**

- Multifamily & Single family programs status (see hand-out)
  - Update on Energy Upgrade California: they are planning on launching their online tool in June. We will try to schedule a demo.
  - Multifamily workshops are coming up; BayREN has requested \$3.5 million in additional funding to serve projects in 2015.
- PACE
  - Jurisdictions have been bombarded by PACE programs.
  - OpenPACE is sponsored by CSCDA, the same JPA as CaliforniaFirst. This is an expanded offering which vets PACE providers and only requires jurisdictions to resolve to join the one JPA in order to add providers over time. Open here currently includes California First, and another program sponsored by Deutsche Bank, and they will keep adding program offerings. HERO qualified but opted not to join OpenPACE due to their pre-existing JPA arrangement with Western Riverside COG.
    - Piedmont opted into OpenPACE last night. The Council is averse to joining too many JPAs.
  - YGreen- Oakland is looking into them; they claim that they're the only PACE provider that allows you to deduct the whole cost, not just the interest.
  - Staff can help create a comparison matrix for the different programs.
    - Include project volume statewide/in the county.
    - Cal will send over the RFP from San Francisco with key program criteria
    - Summarize which jurisdictions have joined which programs
  - Commercial PACE: BayREN is hosting a few contractor trainings in the next few months.
- Codes and Standards
  - Home Energy Score (HES) Pilot
    - BayREN funding to launch this pilot with two tracks: one for Berkeley's BESO (pilot will launch in June for early compliance, Berkeley has \$200

rebates), and one voluntary regional program. We will hold roundtables to get feedback from realtors and home inspectors over the summer, and train assessors in the fall.

- Permit Resource Opportunity Program (PROP) report
  - Report is posted on Basecamp and on the BayREN website.
  - BayREN looked at 15 jurisdictions to see how well code is being followed; identified some areas for improvement and are planning 2016 programs around this (e.g. trainings, regional plan check, online permitting).
  - Error-free compliance is rare (16% of all projects); energy plan check was the most error prone step of the process.
  - Feedback from jurisdictions is that they don't have enough time or resources to do thorough code review. Building Officials see this as a whole system-wide issue, and had suggestions for making it easier for contractors to comply.
- Regional Plan Check Center pilot
  - Funding was approved and Contra Costa will pilot this in 2015. If this is successful, could expand in 2016.

### **Sun Shot Initiative (20)**

- Presented by Cal Broomhead, San Francisco Environment Staff
- DOE prize to community that installs the most solar; they are looking for a fast cycle of permit application to permission to operate—goal is a half day. (See presentation for details on the program.)
- PG&E is looking for local governments to participate, especially those with online, immediate permitting, efficient contractors, remote inspections (if possible), send an electronic signal to PG&E (they automated their distribution study and permission to operate).
- PG&E has partnered with SolarCity and Accela (they will build a module to support this); Want local governments that can meet these needs to participate.
  - Application is due in July; the race would start in September and run 18 months.
  - \$1 million prize- could be divided up to the local governments (the team will decide).

### **Municipal Strategic Energy Planning Steering Committee (20 min)**

- East Bay Energy Watch (EBEW) contract with Newcomb Anderson McCormick (presentation is on Basecamp).
- EBEW has contracted to NAM to do strategic energy planning project. Energy Council will spend some staff time to advise. They are still soliciting cities to pilot the project.
- Program helps local governments create a Strategic Energy Plan based on a template. The template will outline a step-by-step process to reduce energy focused on municipal load (buildings and streetlights, existing and new construction).
- First phase: looking for 1-2 pilot cities and advisory committee in order to develop template; these cities will receive support and TA to develop their plan. There is an

outline of the template developed (Matt will send this out). It will include 3 pieces: a guidebook, checklist and a document template.

- Once the template is developed, there will be a group of pilot cities to test the template and develop their own plan. Would like to have an advisory committee ongoing to carry this forward.
- Jurisdictions that are interested should contact Matt Sullivan at NAM directly.

**NEXT TAG MEETING:** Tuesday, May 19 2015 from 1pm-3pm



**Date:** May 20, 2015

**TO:** Authority & Recycling Board

**FROM:** Gary Wolff, Executive Director  
Wendy Sommer, Deputy Executive Director

**SUBJECT:** Informational Report on Grants Issued Under ED Signature Authority

General Mini-grant and board agendas by giving the Executive Director authority to sign contracts and grant agreements less than \$50,000. A condition of the new grant policy is that staff inform Board members of the small grants issued at the next regularly scheduled Board meeting.

**Grants –March 15, 2015 through May 15, 2015**

Project Name	Grant Recipient	Project Type/Description	Location	Verification	Grant Amount	Board
Go Box Oakland Reusable Take-out Container Pilot	Go Box SF Bay	Go Box SF Bay will develop a reusable take-out food container exchange pilot in Oakland. Grant funding will support the equipment, infrastructure, outreach/education and recruitment for a container wash site, four restaurants, 50 members and one corporate customer.  Go Box will track the number of disposables diverted from landfill, communicating with participants, picking up, washing and delivering sanitized containers to food vendors, diverting a minimum of 1,000 disposable take-out lunch containers annually.	Oakland		\$12,500	WMA

Off the Grid Food Truck Reusable Container Pilot	Off the Grid Services, LLC	<p>Off the Grid Services, LLC will develop a reusable food service ware pilot program for their mobile food truck market in Hayward. Currently, all market food trucks are encouraged to use compostable or recyclable food service ware and the materials are hand-sorted for recycling and composting. Grant funding will help Off the Grid reduce the volume of single use disposable service ware and packaging at their Hayward market which includes 8 reoccurring food trucks.</p> <p>The project will also include an analysis of internalizing a washing system or contracting out washing services.</p>	Hayward		\$15,000	WMA

May 20, 2015

**To:** Alameda County Waste Management Authority (WMA) Board  
The Energy Council (EC)

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

**Subject:** Proposed FY 2015/16 Budget

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### **Background**

The proposed budget was presented at a combined meeting of the Boards on April 22nd. The staff memo from that meeting is available at: [04-22-15/StaffMemo/15-16Budget](#). The proposed budget (with some errata corrected, as listed in Attachment A) is available at: [Draft\\_15-16\\_Agency\\_Budget](#). The PowerPoint presentation from April 22nd is available at <http://stopwaste.org/fy15/16budgetpresentation>.

Draft resolutions that would adopt the relevant parts of the budget were provided in the April agenda package. Updated resolutions for the WMA and EC -- that now include the lists of contracts requiring WMA or EC approval (over \$50,000 total per vendor) -- are provided as attachments B and C of this staff report.

### **Discussion**

Board members asked some questions at the April 22nd meeting that require follow up information in this staff report. Recycling board member Stein asked to see the agency balance sheet. The balance sheet is updated each year in the audit of the agency performed by an independent accounting firm. Consequently, our most recent balance sheet (attachment D) is from the FY13-14 audit, reviewed and accepted by the Boards in February 2015. As stated in the April 22nd presentation, our combined net position (assets minus liabilities) was about \$46 million as of June 30th, 2014.

Recycling Board member Stein also asked for a breakdown of the \$6.2 million budget for the household hazardous waste (HHW) facilities project 2312. It has three components:

- About \$5.1 million for the County of Alameda's operation of three permanent HHW facilities (Oakland, Hayward, and Livermore) and 12 one-time drop-off events held at various locations around the County.
- About \$0.7 million for operation of the permanent HHW facility within the City of Fremont's Transfer Station.

- About \$0.4 million for our work supporting and administering the agreements for operation of these facilities we have with the County and the City of Fremont (about \$100,000 for staff costs, the rest are hard costs for outreach, legal, etc.).

WMA Board member Pentin asked for more information about revenues collected as a result of project 3240 (Fee Enforcement), which has a proposed FY15-16 budget of about \$357,000. This project has some revenue directly associated with it -- that would not be collected if the project were defunded -- but it also represents the investment in enforcement capability that we have made beginning in 2010, when we committed in Cooperative Agreements with Waste Management and Republic Services to actively enforce fee collection for tons of waste originating in Alameda County but going to landfills outside the County. We committed in those agreements to budget at least \$450,000 spread over the years 2010-2013. They requested this commitment because they pay our fees for tons deposited in the Altamont and Vasco Road Landfills, and there was evidence of fee evasion that both undermines their exclusive collection franchises in this County and reduces business that would otherwise go to their landfills.

Actual revenue directly associated with this effort was about \$2.2 million between January 1, 2010 and May 8, 2015, as compared with actual expenditures of about \$1.1 million during the same period. Note that actual expenditures for fee enforcement in that time period were about 24% less than budgeted expenditures, and that actual revenues have usually exceeded our estimates of revenue.

Our current estimate of revenue directly attributable to this project for next fiscal year is less than the amount of the budget (about \$200,000 of revenue versus \$357,000 budgeted), but actual expenditures may be lower or revenue may be higher based on past experience. And revenue will likely be far greater than expenditures if AB 901 is adopted with language we have requested that will help local governments to reduce fee evasion. (We are conservatively losing about an average of \$450,000 per year to fee evasion based on calendar year 2013 and 2014 data.) Consequently, we expect that the project will continue to pay for itself over time, although not necessarily in every fiscal year. Furthermore, it is impossible to know how much of the millions of dollars of fee revenue we collect from landfills in the County are due to the 'warning effect' of the enforcement activities against those who have tried but failed to evade fees by hauling out of County.

Finally, if the project were to capture revenue less than its cost, there is an important public policy issue for Board consideration -- equity for those who pay fees voluntarily. That is, failing to at least try to collect fees from all parties subject to them would be unfair to the honest haulers and facility operators who pay voluntarily. When should government not enforce a law, because doing so has net costs?

### **Recommendation**

Adopt the budget proposal.

Attachment A: List of minor changes in the budget proposal since April 22nd - page 15

Attachment B: Draft WMA Budget Resolution - page 17

Attachment C: Draft EC Budget Resolution - page 46

Attachment D: Agency balance sheet from the FY13-14 audit - page 52



## ATTACHMENT A

The following are minor changes to the draft budget (does not change the total appropriation)

### **PROJECT BY FUNDING SOURCE (PAGES III-3 TO III-6)**

Project 2050 Ready, Set, Recycle ; total budget = \$1,481,542

Funding spread was shown as \$1,191,463 from Facility Fee Fund and \$290,079 from Mitigation Fund

Corrected Funding spread: \$1,317,770 from Facility Fund and \$163,772 from Mitigation Fund

Project 2110 Construction and Demolition Debris Recycling total budget = \$277,744

Funding spread was shown as \$80,618 from Mitigation Fund and \$197,126 from RB Market Development Fund

Corrected Funding spread: \$186,731 from Mitigation Fund and \$91,013 from RB Market Development Fund

Project 3410 General Planning total budget = \$115,670

Funding spread was shown as \$115,670 Facility Fee Fund

Corrected Funding spread: \$95,670 from Facility Fee Fund and \$20,000 from Mitigation Fund

### **Transfer correction**

From OPD reserve to fund Project 3420 Residential Organics Recovery Pilots

Was shown as \$350,426; corrected to \$350,231

### **Revolving Loan Fund (RLF) correction**

Revenue and loan fund repayment was shown as \$299,000 corrected to \$81,883; Fund balance changes from \$848,993 to \$631,876

### **Change to fund balances**

Facility Fee Fund balance changes from \$3,510,446 to \$3,413,139; RB Market Development Fund Balance changes from \$6,314 to \$112,427

Total Fund balance (including the RLF) changes from \$13,732,664 to \$13,415,352. Fund Balance (excluding the RLF) changes from \$12,883,671 to \$12,883,476.

Corresponding corrections on pages 111-7 and 111-8 (Fund Balances Available), page 111-10 Schedule of Reserves, and on the budget narrative and graphs on pages II-2, -II-3, II-6, II-10, and II-11

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ATTACHMENT B

ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY  
RESOLUTION #WMA 2015 -

MOVED:  
SECONDED:

AT THE MEETING HELD MAY 27, 2015

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

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

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

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

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

1. Adopts the Authority's portion of the Fiscal Year 2015-16 Budget (Attachment 1, pages III-3 through III-7 and page III-10) with expenditures totaling \$22,965,301 and authorizes staff to proceed with Authority administration, programs and operations in accordance with the adopted budget, effective July 1, 2015.
2. Authorizes the Executive Director to utilize the fiscal reserve totaling \$2,105,109 if necessary.
3. Authorizes positions and the salary schedule which includes a 2.5% increase in the salary ranges (see attached).
4. Approves changes to the Human Resources Manual, Attachment A (final and redlined) per the attached.
5. Approves the Associates job descriptions per the attached.
6. Approves the Chief Financial Officer job description per the attached.
7. Authorizes the following new or augmented contracts and/or spending authority for fiscal year 15/16 subject to approval as to form by Legal Counsel, and consistent with the Authority's purchasing policy:

**Contracts/Spending Authority:**

**Product Decisions Program Group**

**Technical Assistance & Services**

Bay Friendly Coalition \$ 15,000

**Bay Area Regional Recycling Outreach Coalition (BayROC)**

Media service for regional campaign, TBD pending BayROC working group evaluation (externally funded) \$100,000

**Regionalizing Bay Friendly**

Bay Friendly Coalition \$ 13,000

**Waste Prevention Institutional Food Service**

Gigantic Idea Studio \$ 40,000

Outreach and marketing consultant for food waste prevention,

TBD pending RFP and ED (or designee approval) not to exceed \$ 60,000

<u>Waste Prevention Reusable Transport Packaging</u>	
Gigantic Idea Studio	\$ 38,000
<u>Household Hazardous Waste (HHW) Point of Purchase Alternatives</u>	
Autumn Press	\$ 50,000
Steel Media	\$ 50,000
<u>Recycled Content: Compost and Mulch</u>	
Bay Friendly Coalition	\$ 25,000
Autumn Press	\$ 10,000
<u>Recycled Content: Building Materials</u>	
Energetics	\$ 50,000
Build it Green	\$ 30,000
<u>Hard to Recycle: Institutional and Commercial Food Service Ware</u>	
Cascadia Consulting Group	\$ 20,000
Gigantic Idea Studio	\$ 15,000
<u>Hard to Recycle: Packaging Life Cycle Analysis</u>	
Gigantic Idea Studio	\$ 25,000

### **Discards Management Program Group**

<u>Schools Transfer Station Tours</u>	
Bus contract: TBD pending RFQ and ED or designee approval not to exceed	\$140,000
<u>Ready, Set, Recycle</u>	
Alameda County Office of Education	\$180,000
Underground Advertising	\$100,000
Spitfire	\$ 50,000
Titan	\$125,000
Online Media vendor: TBD pending bid outcome and ED or designee approval. Not to exceed	\$150,000
<u>Benchmark Report Production</u>	
U.S. Postal Service	\$ 90,000
AMP Printing & Graphics	\$ 80,000
<u>Benchmark Data and Analysis</u>	
Stealth Marketing	\$348,000
<u>Mandatory Recycling</u>	
Cascadia Consulting Group	\$420,000
Stealth Marketing	\$320,000
Alameda County Sheriff's Office	\$ 95,000
8 Locks Consulting	\$ 20,000
Underground Advertising	\$ 15,000
<u>Construction and Demolition Debris Recycling</u>	
Third Party Certification of C&D recycling facilities TBD pending RFP and ED or designee approval not to exceed	\$120,000
<u>Used Oil Recycling (externally funded)</u>	
Titan	\$ 75,000
Steel Media	\$ 50,000
<u>HHW Facilities</u>	
Autumn Press	\$ 80,000
<u>Business Assistance</u>	
Gigantic Idea Studio	\$ 21,000

**Communications Administration and Planning(CAP) Program Group****Administrative Overhead (OH) (includes general OH, accounting and budgeting and information systems)**

Shute, Mihaly and Weinberger, LLP	\$110,000
(Authority counsel which is charged against multiple projects as appropriate)	
Driver Alliant Insurance	\$165,000
Office Team	\$ 50,000
Account Temps	\$ 50,000
8 Locks Consulting	\$180,000

**Disposal Reporting**

New reporting software system, TBD pending bid outcome and ED or designee approval. Will be encumbering 14/15 funding in addition to 15/16 funds.

Not to exceed	\$150,000
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**Fee Enforcement**

Alameda County Sheriff's Office	\$ 95,000
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**4Rs Education**

Rock Steady Juggling	\$ 68,000
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Passed and adopted this 27th day of May, 2015 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

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**Gary Wolff, Executive Director**

# ATTACHMENT 1

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

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

# ATTACHMENT 1

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

	Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
		Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
<b>2000-DISCARD MANAGEMENT</b>											
2020 Schools Transfer Station Tours	620,549	620,549									
2040 Competitive Grants	452,646	15,000							437,646		
2050 Ready, Set, Recycle	1,481,542	1,317,770	163,772								
2070 Benchmark Report Production and Distribution	307,872				307,872						
2080 Benchmark Data and Analysis	567,979				567,979						
2090 Mandatory Recycling Implementation	2,285,664		2,285,664								
Sub-total	5,716,251	1,953,318	2,449,436	-	875,851	-		-	437,646	-	-
<b>2100 Processing Facilities</b>											
2110 Construction & Demolition Debris Recycling	277,744		186,731								91,013
2120 Materials Recovery Facility Operations & Monitoring	387,700		387,700								
Sub-total	665,444	-	574,431	-	-	-		-	-	-	91,013
<b>2300 Hazardous Waste</b>											
2310 Hazardous Waste	17,417	17,417									
2311 Used Oil Recycling Grant	125,000			125,000							
2312 Household Hazardous Waste Facilities	6,201,604					6,201,604					
Sub-total	6,344,021	17,417	-	125,000	-	6,201,604		-	-	-	-
<b>2400 C/I/I Collections (Commercial /Industrial/Institutional)</b>											
2420 Business Assistance Supporting Activities	221,259	110,630						-		110,630	-
Sub-total	221,259	110,630	-	-	-			-	-	110,630	-
<b>Total Discard Management</b>	<b>12,946,974</b>	<b>2,081,365</b>	<b>3,023,867</b>	<b>125,000</b>	<b>875,851</b>	<b>6,201,604</b>	<b>-</b>	<b>-</b>	<b>437,646</b>	<b>110,630</b>	<b>91,013</b>

# ATTACHMENT 1

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

Total Cost	Waste Management Authority					Energy Council Board	Recycling Board				
	Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development	
3000-COMMUNICATION, ADMINISTRATION, PLANNING											
3021 Miscellaneous Small Grants Administration	300,000		300,000								
Sub-total	300,000	-	300,000	-	-		-	-	-	-	
3200 Other General Activities											
3210 Property Management	108,458	108,458									
3220 Disposal Reporting	185,709	55,713		129,996							
3230 Technical Advisory Committee	47,345	47,345									
3240 Fee Enforcement	356,665	356,665									
Sub-total	698,177	459,723	108,458	-	129,996	-	-	-	-	-	
3400 Planning											
3410 General Planning	115,670	95,670	20,000								
3420 Residential Organics Recovery Pilots	350,231	350,231									
3430 ColWMP Amendments Application	13,252	13,252									
3460 Five Year Audit	108,026							108,026			
Sub-total	587,178	108,921	370,231	-	-	-	-	108,026	-	-	
3500 Agency Communications											
3510 General Agency Communication	1,148,437	1,080,837						67,600			
3520 4Rs Education	111,774	111,774									
3530 Legislation	282,727	252,727						30,000			
Sub-total	1,542,937	1,445,337	-	-			-	97,600	-	-	
Total Communication, Administration, Planning	3,128,293	2,013,981	478,689	300,000	129,996	-	-	205,626	-	-	
Total Project Expenditures**	31,487,383	5,266,187	3,584,027	6,659,242	1,005,848	6,449,997	5,975,654	-	665,272	826,870	1,054,286
** Total Project expenditures include: Salaries \$4,867,072 Benefits \$2,123,217 Core Budget \$11,345,324 AND Core Revenues equal \$12,399,155											



# ATTACHMENT 1

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

Total Cost	Waste Management Authority					Energy Council Board	Recycling Board			
	Facility Fee	Mitigation Fee	Externally Funded	Benchmark Fee	HHW Fees	Energy Council	RB Discretionary**	RB Grants to Non-Profit	RB Source Reduction	RB Market Development
<b>REVENUES</b>										
Benchmark Fees				849,192						
HHW Fees					7,765,634					
Energy Council						5,930,654				
Tonnage revenues	5,192,237	1,539,145					1,420,026	946,685	946,685	946,685
Interest	10,000	30,000			3,000	2,000	18,500			
Externally funded revenues			6,659,242							
Property and Other revenues		500,000								
<b>Total revenues</b>	<b>5,202,237</b>	<b>2,069,145</b>	<b>6,659,242</b>	<b>849,192</b>	<b>7,768,634</b>	<b>5,932,654</b>	<b>1,438,526</b>	<b>946,685</b>	<b>946,685</b>	<b>946,685</b>
<b>TRANSFERS</b>										
Return estimated unused FY 14/15 MRF allocation to MRF Reserve	(134,770)	(134,770)								
Transfer from Mitigation Fund to Energy Council (1349)	-	(45,000)				45,000				
From OPD Reserve to fund Residential Organics Recovery Pilots(3420)	350,231	350,231								
From MRF Reserves to fund MRF Operations Monitoring (2120)	387,700	387,700								
From Product Decisions Reserve to fund Regionalizing Bay Friendly (1140)	112,500	112,500								
From OPD Reserve to fund Mandatory Recycling Implementation (2090)	111,271	111,271								
From MRF Reserves to fund Construction & Demolition Debris Recycling (2110)	186,731	186,731								
From OPD Reserve to fund General Planning (3410)	20,000	20,000								
<b>Total Net Transfers</b>	<b>1,033,663</b>	<b>876,163</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FUND BALANCE</b>										
<b>Adjusted Beginning fund balance 7/1/15</b>	<b>10,577,510</b>	<b>3,364,589</b>	<b>638,719</b>	<b>196,096</b>	<b>2,190,588</b>	<b>1,078</b>	<b>2,262,452</b>	<b>1,248,909</b>	<b>455,051</b>	<b>220,028</b>
<b>Adjusted Beginning fund balance 7/1/15</b>	<b>10,577,510</b>	<b>3,364,589</b>	<b>638,719</b>	<b>-</b>	<b>196,096</b>	<b>1,078</b>	<b>2,262,452</b>	<b>1,248,909</b>	<b>455,051</b>	<b>220,028</b>
<b>AVAILABLE FUNDING</b>	<b>44,370,858</b>	<b>8,679,326</b>	<b>3,584,027</b>	<b>6,659,242</b>	<b>1,045,288</b>	<b>9,959,222</b>	<b>5,978,732</b>	<b>3,700,978</b>	<b>2,195,594</b>	<b>1,401,736</b>
<b>Less: Project Expenditures</b>	<b>(31,487,383)</b>	<b>(5,266,187)</b>	<b>(3,584,027)</b>	<b>(6,659,242)</b>	<b>(1,005,848)</b>	<b>(5,975,654)</b>	<b>-</b>	<b>(665,272)</b>	<b>(826,870)</b>	<b>(1,054,286)</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 12,883,476</b>	<b>\$ 3,413,139</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>39,440</b>	<b>3,509,225</b>	<b>3,078</b>	<b>\$ 3,700,978</b>	<b>\$ 1,530,323</b>	<b>\$ 574,866</b>
<b>OTHER PROJECTS:</b>										
<b>Revolving Loan (RLF): (Project 2030)</b>										
Beginning fund balance	\$ 1,249,702									
Revenues	16,125									
Loan Repayment	65,758									
Project cost (loans and expenses)	(699,709)									
<b>Ending fund balance</b>	<b>\$ 631,876</b>									
<b>RB Municipalities (Measure D 50%) (Project 2220)</b>										
Beginning fund balance	\$ 428,758									
Revenues	4,735,423									
Project cost	(5,164,181)									
<b>Ending fund balance</b>	<b>\$ -</b>									
<b>Recycled Product Purchase Preference Meas. D 5% (proj. 1210)</b>										
Beginning fund balance	\$ 42,875									
Revenues	473,342									
Project cost	(516,217)									
<b>Ending fund balance</b>	<b>\$ -</b>									
<b>Total project cost including other projects</b>	<b>\$ 37,867,490</b>									
<b>Total revenues including other projects</b>	<b>\$ 38,050,333</b>									

### NOTE

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

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

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

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

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

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

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

RLF = Revolving Loan Fund

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

<i>FUND NAME</i>		RESTATED <i>BEG. FUND BALANCE JULY 1, 2015</i>	<i>ADJUST- MENTS</i>	RESTATED <i>BEG. FUND BALANCE JULY 1, 2015</i>	<i>PROJECTED REVENUE</i>	<i>PROJECTED APPROPRIA- TIONS</i>	<i>TRANSFERS</i>	<i>FUND BALANCE JUNE 30, 2016</i>
<b>WMA</b>								
<b>Facility Operators Fee</b>		\$ 3,364,589		\$ 3,364,589	\$ 5,202,237	\$ (5,266,187)	\$ 112,500 (a)	\$ 3,413,139
<b>Bench Mark Fees</b>		196,096		\$ 196,096	849,192	(1,005,848)		39,440
<b>Externally Funded</b>					6,659,242	(6,659,242)		-
<b>Mitigation</b>		638,719		\$ 638,719	2,069,145	(3,584,027)	921,163 (b)	-
Transfer to Energy Council							(45,000) ©	
<b>HHW Fees</b>		2,190,588		\$ 2,190,588	7,768,634	(6,449,997)		3,509,225
<b>Authority Total</b>		<u>\$ 6,389,992</u>	<u>\$ -</u>	<u>\$ 6,389,992</u>	<u>\$ 22,548,450</u>	<u>\$ (22,965,301)</u>	<u>\$ 988,663</u>	<u>\$ 6,961,804</u>

(a) Transfer from Product Decisions Reserves.

(b) Net Transfer of \$481,502 from Organics Processing Development (OPD) Reserves and \$439,661 from MRF Capacity Expansion-Davis Street Reserves.

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

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

*DESCRIPTION***WMA**

	<i>BALANCE JULY 1, 2015</i>	<i>TRANSFERS IN</i>	<i>TRANSFERS OUT</i>	<i>BALANCE JUNE 30, 2016</i>
<b>DESIGNATED RESERVES</b>				
ORGANICS PROCESSING DEVELOPMENT	6,580,226		\$ (481,502)	6,098,724
EAST BAY MUD COMMERCIAL FOOD WASTE DIGESTER PROJECT	1,000,000			1,000,000
DIVERSION PROJECT: PRODUCT DECISIONS	137,370		(112,500)	24,870
<b>FISCAL RESERVE</b>	2,105,019			2,105,019
<i>Sub-total</i>	<u>9,822,615</u>	<u>-</u>	<u>(594,002)</u>	<u>9,228,613</u>
<b>CONTRACTUALLY COMMITTED RESERVES</b>				
DIVERSION PROJECT: MRF CAPACITY EXPANSION-DAVIS STREET	439,661	134,770	(574,431)	-
WMAC TRANSPORTATION IMPROVEMENT PROGRAM (TIP)	3,441,987			3,441,987
<i>Sub-total</i>	<u>3,881,648</u>	<u>134,770</u>	<u>(574,431)</u>	<u>3,441,987</u>
 Total	 <u>\$ 13,704,263</u>	 <u>\$ 134,770</u>	 <u>\$ (1,168,433)</u>	 <u>\$ 12,670,600</u>

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

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

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

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

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

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

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

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

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

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### Annual Salary Adjustment Plan

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

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

#### **TOP PRIORITIES SCALE**

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

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

## TEAMWORK SCALE

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

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

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- XII. Annual performance reviews will be done in writing (using the successfactors tool) by the PG leads and will include an opportunity for a 1:1 with reviewed staff if s/he requests it. Individuals will submit self assessments on their performance with respect to their priorities and teamwork to the PG leads by the end of July.
- XIII. The PG leads will begin their review process once they receive the self assessments. The PG leads may ask reviewers who work more directly with the individual being reviewed to participate in writing prior to finalizing an individual's performance review. Verbal input may also be requested by the PG leads. As outlined in item 12, the PG leads will conduct a 1:1 meeting with the individuals s/he is responsible for reviewing if requested and additional follow up with other reviewers may occur if necessary. Staff members can request that a particular individual be consulted about their work or be allowed to comment in writing. Based on the scores, the program group leaders will make recommended salary increases for employees within their group and submit to the ED by October 1st for initial final approval unless a later date is approved by the ED. The ED will follow this process with respect to the PG leads.
- XIV. Salary increase recommendation will be based on individual scores from 0-5 divided by the average of all individual scores. That is, although individual scores allow some room for judgment, recommended salary increases will be strictly based on the relative score of each individual in comparison with the scores of other people (see Salary Calculation Example). This ranking will not be included in the employee's evaluation, however, the average score for the entire agency will be provided if requested.
- XV. The initially approved increases will be distributed to employees confidentially. Any employee may ask the ED to adjust their initially approved increase based on some specific rationale. However, if an adjustment is approved it shall not affect the salary adjustments for other employees.
- XVI. To assist in ensuring pay equity if there is scoring compression toward the top of the scoring range, the ED in consultation with the ASD and appropriate program group lead may make a pay adjustment not to exceed 1.5 times the average of the pool or the top of the employee's salary range if the employee has received an average score of 4.3 or higher. Any such increase will be part of the overall salary increase pool.
- XVII. Salary range adjustments will be incorporated into the budget every year unless the Board determines adequate funding is not available. The salary pool will consist of the difference between the employees' current salary, any adjustments to the salary ranges (either by the annual CPI or the results of a salary survey) up to the top of range for all job classifications including what funding increase in total would be available under the previous (traditional) "step increase" system. However, the salary pool will not include any funds related to the salaries of employees on probation (e.g., new hires, promotions, reclassifications). Employees on probation will participate in the review process, but will not be eligible for salary increases until the next salary adjustment cycle after they successfully complete their probationary period. As stated above, employees are eligible to receive an annual salary increase of zero not to exceed the lower of either the 95<sup>th</sup> percentile of their respective classification or 150% of the average available increase (see item 3 with respect to limits to

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

~~XXVII.~~~~XXIX.~~X. The ED's contract currently states s/he will participate in a performance based compensation system, should one be adopted. The process for annual review by a committee is specified in the ED's contract, but commencing in 2013 the review committee shall also use this salary adjustment plan as guidance in making any recommendations to the full Board about changes in ED compensation. Such changes, if any, shall be subject to approval of the full WMA Board

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

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

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

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## **ASSOCIATE (Intern program)**

### **DEFINITION**

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

### **SUPERVISION RECEIVED AND EXERCISED**

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

### **CLASS CHARACTERISTICS**

#### **ASSOCIATE I**

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

### **EXAMPLES OF ESSENTIAL JOB FUNCTIONS**

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

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

#### **ASSOCIATE II**

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



### **EXAMPLES OF ESSENTIAL JOB FUNCTIONS**

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

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

### **ASSOCIATE III**

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

### **EXAMPLES OF ESSENTIAL JOB FUNCTIONS**

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

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

### **ASSOCIATE IV**

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

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

### **EXAMPLES OF ESSENTIAL JOB FUNCTIONS**

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

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

### **QUALIFICATIONS**

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

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

### **Ability to:**

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

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

### **Education and Experience:**

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

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

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

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

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

### **Licenses and Certifications:**

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

### **PHYSICAL DEMANDS**

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

### **ENVIRONMENTAL ELEMENTS**

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

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

## **CHIEF FINANCIAL OFFICER**

### **DEFINITION**

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

### **SUPERVISION RECEIVED AND EXERCISED**

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

### **CLASS CHARACTERISTICS**

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

### **EXAMPLES OF ESSENTIAL FUNCTIONS**

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

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

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

## **QUALIFICATIONS**

### **Knowledge of:**

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

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

#### **Ability to:**

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

#### **Education and Experience:**

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

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

#### **Licenses and Certifications:**

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

#### **PHYSICAL DEMANDS**

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

#### **ENVIRONMENTAL ELEMENTS**

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

**ENERGY COUNCIL**

**RESOLUTION #EC2015-**

**MOVED:**

**SECONDED:**

**AT THE MEETING HELD MAY 27, 2015**

**FISCAL YEAR 2015-16 BUDGET ADOPTION; PROJECT CONTRACTS**

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

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

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

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

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

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

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

**Contracts/Spending Authority:**

Energy Council Offset

BKi (Bevilacqua-Knight, Inc.)

\$50,000

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

AYES:

NOES:

ABSTAIN:

ABSENT:

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Gary Wolff, Executive Director



# ATTACHMENT 1

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

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

# ATTACHMENT 1

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

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

# ATTACHMENT 1

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

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

# ATTACHMENT 1

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

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

### NOTE

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

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

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

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

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

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

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

RLF = Revolving Loan Fund

# ATTACHMENT 1

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

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

(d) Transfer from Mitigation Fund.

## ATTACHMENT D

ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY,  
ALAMEDA COUNTY SOURCE REDUCTION AND RECYCLING BOARD  
AND ENERGY COUNCIL  
STATEMENT OF NET POSITION  
JUNE 30, 2014

## ASSETS

Current Assets	
Cash and cash equivalents (Note 2)	\$28,283,280
Accounts receivable	2,381,668
Interest receivable	19,104
Grants receivable	1,572,502
Loans receivable - current (Note 3)	27,517
Total Current Assets	<u>32,284,071</u>
Noncurrent Assets	
Capital Assets - net of accumulated depreciation (Note 4)	14,613,629
Loans receivable - non-current (Note 3)	213,269
Net pension asset (Note 8A)	748,097
Net OPEB asset (Note 8B)	2,212,877
Total noncurrent assets	<u>17,787,872</u>
Total Assets	<u>50,071,943</u>

## LIABILITIES

Current Liabilities	
Accounts payable	2,072,624
Accrued expenses	151,324
Accrued vacation (Note 6)	250,706
Due to other governmental agencies (Note 5)	1,081,849
Unearned revenue	331,180
Total current liabilities	<u>3,887,683</u>
Noncurrent liabilities	
Accrued vacation (Note 6)	68,593
Total Liabilities	<u>3,956,276</u>

## NET POSITION (Note 7)

Restricted for:	
Net investment in capital assets	14,613,629
Unrestricted	<u>31,502,038</u>
Total Net Position	<u>\$46,115,667</u>

See accompanying notes to financial statements

**ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY,  
ALAMEDA COUNTY SOURCE REDUCTION AND RECYCLING BOARD  
AND ENERGY COUNCIL  
NOTES TO BASIC FINANCIAL STATEMENTS  
For The Year Ended June 30, 2014**

**NOTE 1 – SUMMARY SIGNIFICANT ACCOUNTING POLICIES (Continued)**

In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, *deferred inflows of resources*, represents an acquisition of net position that applies to a future period(s) and so will *not* be recognized as an inflow of resources (revenue) until that time. The Agency has only one item that qualifies for reporting in this category. Accordingly, the item, unavailable revenue, are deferred and recognized as an inflow of resources in the period that the amounts become available.

**NOTE 2 - CASH AND INVESTMENTS**

The Agency invests in investment pools. The Agency carries its investments at fair market value, as required by generally accepted accounting principles. Cash and investments at June 30, 2014 consist of the following:

Cash on hand and in banks	\$598,407
Investment pools	<u>27,684,873</u>
Total cash and cash equivalents	<u><u>\$28,283,280</u></u>

**A. Authorized Investments**

The Agency is authorized to invest in the instruments, in the table below, which also identifies certain provisions of the California Government Code or the Agency's investment policy where it is more restrictive:

<u>Authorized Investment Type</u>	<u>Maximum Maturity</u>	<u>Maximum Percentage of Portfolio</u>	<u>Maximum Investment in One Issuer</u>
Alameda County Investment Pool	N/A	None	None
Local Agency Investment Fund (LAIF)	N/A	None	None

**B. Interest Rate Risk**

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates.

**ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY,  
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**NOTE 2 - CASH AND INVESTMENTS (Continued)**

Information about the sensitivity of the fair values of the Agency's investments to market interest rate fluctuations is provided by the following table, which shows the distribution of the Agency's investments by maturity:

Authorized Investment Type	Remaining Maturity (in Months) 12 Months or less
Alameda County Investment Pool	\$15,858,843
Local Agency Investment Fund (LAIF)	11,826,030
	<u>\$27,684,873</u>

The Agency is considered to be a voluntary participant in an external investment pool. The fair value of the Agency's investment in the pool is reported in the financial statements at amounts based upon the Agency's pro-rata share of the fair value provided by the County Treasurer for the entire portfolio (in relation to the amortized cost of that portfolio). The balance available for withdrawal is based on the accounting records maintained by the County Treasurer, which is recorded on the amortized cost basis.

The Agency is a participant in the Local Agency Investment Fund (LAIF) that is regulated by California Government Code Section 16429 under the oversight of the Treasurer of the State of California. The Agency reports its investment in LAIF at the fair value amount provided by LAIF, which is the same as the value of the pool share. The balance is available for withdrawal on demand, and is based on the accounting records maintained by LAIF, which are recorded on an amortized cost basis. Included in LAIF's investment portfolio are collateralized mortgage obligations, mortgage-backed securities, other asset-backed securities, loans to certain state funds, and floating rate securities issued by federal agencies, government-sponsored enterprises, United States Treasury Notes and Bills, and corporations. At June 30, 2014, these investments matured in an average of 232 days.

**C. Credit Risk**

Credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization. The State and County pools are not rated.

**D. Concentration of Credit Risk**

Investments in any one issuer (other than U. S. Treasury securities, mutual funds, and external investment pools) that represent 5% or more of total investments. As of June 30, 2014 there were no investments in any one issuer (other than external investment pools) that represent 5% or more of the total Agency investments.



ATTACHMENT D

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For The Year Ended June 30, 2014**

**NOTE 2 - CASH AND INVESTMENTS (Continued)**

**E. Custodial Credit Risk**

Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, the Agency will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. Under California Government Code Section 53651, depending on specific types of eligible securities, a bank must deposit eligible securities posted as collateral with its Agent having a fair value of 105% to 150% of the Agency's cash on deposit. All of the Agency's deposits are either insured by the Federal Depository Insurance Corporation (FDIC) or collateralized with pledged securities held in the trust department of the financial institutions in the Agency's name.

**NOTE 3 – LOANS RECEIVABLE**

The Agency lends out monies to businesses in order to improve their recycling and waste management programs. The Revolving Loan Fund is designed to encourage businesses to reduce the amount of waste going to Alameda County landfills by providing low interest loans for source reduction, recycling, composting, processing or recycled market development efforts. Loan funds are available to existing and start up businesses with projects that reduce waste disposed in Alameda County landfills. To be eligible, businesses must be located in Alameda or an adjacent county, or be relocating to Alameda County. The fund is administered by the Safe-BidCo. on behalf of the Alameda County Source Reduction and Recycling Board. Loans are available from \$10,000 to \$300,000 with interest rates ranging from Wall Street Journal (WSJ) prime to prime plus 6%. Loan terms do not exceed 5 years. As of June 30, 2014, outstanding loans totaled \$240,786.

**NOTE 4 – CAPITAL ASSETS**

Capital assets are stated at cost less accumulated depreciation, which is provided on the straight-line basis over the estimated useful lives of the respective assets. The estimated useful lives of the assets and capitalization thresholds are listed below:

Asset Type	Asset Life	Capitalization Thresholds
Building and improvements	25 to 50 years	\$5,000
Vehicles, furniture, and equipment	5 to 10 years	\$5,000

## ATTACHMENT D

**ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY,  
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NOTES TO BASIC FINANCIAL STATEMENTS  
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**NOTE 4 – CAPITAL ASSETS (Continued)**

The Agency's capital assets at June 30, 2014 consist of:

	Balance June 30, 2013	Additions	Balance June 30, 2014
Capital assets not being depreciated:			
Land	\$9,230,922		\$9,230,922
Total	9,230,922		9,230,922
Capital assets being depreciated:			
Buildings and improvements	6,278,660		6,278,660
Furniture and equipment	259,652		259,652
Total	6,538,312		6,538,312
Less accumulated depreciation for:			
Building	(841,188)	(\$130,462)	(971,650)
Furniture and equipment	(152,095)	(31,860)	(183,955)
Total	(993,283)	(162,322)	(1,155,605)
Total capital assets being depreciated, net	5,545,029	(162,322)	5,382,707
Total capital assets, net	\$14,775,951	(\$162,322)	\$14,613,629

**NOTE 5 – DUE TO OTHER GOVERNMENTAL AGENCIES**

The Agency provides direct funding to member agencies through the mandated allocation of funds to municipalities. Measure D requires the Agency to disburse 50% of Measure D fees on a per capita basis to municipalities for the continuation and expansion of municipal recycling programs. On June 30, 2014, \$1,081,849 represented the last quarter of Measure D fees that had not yet been remitted.

**NOTE 6 – LONG-TERM LIABILITIES**

A summary of long-term liability activities for the year ended June 30, 2014 is as follows:

	Balance June 30, 2013	Additions	Reductions	Ending June 30, 2014	Due within One Year
Accrued vacation	\$311,887	\$258,118	\$250,706	\$319,299	\$250,706

ATTACHMENT D  
**ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY,  
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**NOTES TO BASIC FINANCIAL STATEMENTS**  
**For The Year Ended June 30, 2014**

**NOTE 7 – NET POSITION**

**A. Net Position**

Net Position is the excess of all the Agency's assets and deferred outflows over all its liabilities, and deferred inflows regardless of fund. Net Position are divided into three captions defined below:

*Net Investment in Capital Assets* describes the portion of Net Position which is represented by the current net book value of the Agency's capital assets, less the outstanding balance of any debt issued to finance these assets and related deferred inflows.

*Restricted* describes the portion of Net Position which is restricted to use by the terms and conditions of agreements with outside parties, governmental regulations, laws, or other restrictions which the Agency cannot unilaterally alter.

*Unrestricted* describes the portion of Net Position which is not restricted to use.

**NOTE 8 - PENSION PLAN AND OTHER POST EMPLOYMENT BENEFITS**

**A. CALPERS Miscellaneous Employees Plan**

Plan Description - All qualified permanent and probationary Agency employees are eligible to participate in pension plans offered by California Public Employees Retirement System (CALPERS), an agent multiple-employer defined benefit pension plan which acts as a common investment and administrative agent for its participating member employers. CALPERS provides retirement and disability benefits, annual cost of living adjustments and death benefits to plan members, who must be public employees and beneficiaries. The Agency's employees participate in the Miscellaneous Employee Plan. Benefit provisions under the Plan are established by State statute. Benefits are based on years of credited service, equal to one year of full time employment. Funding contributions for the Plan are determined annually on an actuarial basis as of June 30 by CALPERS; the Agency must contribute these amounts. The Plan's provisions and benefits in effect at June 30, 2014, are summarized as follows:

Hire Date	Prior to 1/1/13	After 1/1/13
Benefit vesting schedule	5 years service	5 years service
Benefit payments	monthly for life	monthly for life
Retirement age	55	62
Monthly benefit factors, as a % of annual salary	2.5%	2%
Required employee contribution rates	8%	6.25%
Required employer contribution rates	14.660%	6.25%

Active plan members in the Agency's defined benefit pension plan prior to January 1, 2013 and after January 1, 2013 are required to contribute 8% and 6.25%, respectively, of their annual covered salary. The Agency is required to contribute the actuarially determined remaining amount necessary to fund the benefits for its members.

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**JUNE 2015**  
**Meetings Schedule**

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

(Meetings are held at StopWaste unless otherwise noted)

SUN	MON	TUES	WED	THURS	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11 <p style="text-align: center;"><b>9:00 AM</b>  <b>Programs &amp; Administration Committee</b>  <b>Key Item:</b>  1. Property Leases</p> <hr/> <p style="text-align: center;"><b>4:00 PM</b>  <b>Planning &amp; Organization Committee /Recycling Board</b>  <b>StopWaste Offices</b>  <b>Key Item:</b>  1. Adopt FY 15/16 Budget</p>	12	13
14	15	16	17	18	19	20
21	22	23	24 <p style="text-align: center;"><b>3:00 PM</b>  <b>WMA &amp; EC Meeting</b>  <b>Key Item:</b>  1. Elect Officers for FY 15/16  2. Property Leases</p>	25	26	27
28	29	30				

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## Drought: UC Berkeley students create low-water templates for San Lorenzo yards

By Rebecca Parr [rparr@bayareanewsgroup.com](mailto:rparr@bayareanewsgroup.com)  
Updated: 04/06/2015 10:36:32 AM PDT

ContraCostaTimes.com

SAN LORENZO -- Catherine Kavasch knew she wanted to get rid of her lawn, she just wasn't sure what to grow in her yard instead.

But now she has four templates to guide her in what and where to plant, created by UC Berkeley landscape architecture students specifically for San Lorenzo yards. The four designs are the result of a partnership of the San Lorenzo Village Homes Association, StopWaste and the university.

"I'm excited," said Kavasch, whose plans to convert her yard into an herb garden are undergoing approval.

"The house came with the lawn; it's pretty common in San Lorenzo. It's not what we should be doing; watering lawns is one of the biggest waste of water there is. I'm trying to do my little part," said the homes association's former president.



*Catherine Kavasch displays a drought-tolerant garden design from a UC Berkeley landscape architecture book in San Lorenzo on April 3, 2015.*

Her actions are even more timely after Gov. Jerry Brown ordered mandatory water restrictions Wednesday as the state's drought worsens.

The UC Berkeley students compiled the four garden designs in a 134-page book containing color photographs, watercolor paintings and illustrations. The book has planting designs for sunny and shade lots, estimates of plant cost, expected water savings and detailed descriptions of the plants and their eventual size.

The four plans will be displayed April 25 at a landscape expo where StopWaste also will lead a "garden party" to convert a portion of the association office's yard into a California native garden. The association is holding an essay contest for San Lorenzo Village residents to win free installation of one of the four drought-tolerant yards.

"We have homeowners who want to convert their yards, and now we are giving them the tools," said Susan Kleebauer, homes association administrator.

The association requires residents to maintain their yards, but does not tell people what to grow, said board member Steven Kirk.

"We often get questions about what is an acceptable yard. A common belief is it has to be lawn, which is not true," he said.

When San Lorenzo Village homeowners learn they are allowed to convert their yards to be more drought-tolerant, they often ask what it will cost and how they are supposed to do it, he said.

The association did not have a good answer, Kirk said, so he asked UC Berkeley's landscape architecture department Chairwoman Louise Mozingo if there was any interest in students creating drought-tolerant garden plans for San Lorenzo yards.

StopWaste awarded a \$7,000 grant to cover most of the cost of the class, and the homeowners association contributed \$1,000.

San Lorenzo Village has more than 5,700 houses.

"If even half of them stop watering their lawns, just think about the water savings," said instructor Dawn Kooyumjian, who taught the course.

The six graduate students and one undergraduate visited San Lorenzo, talking with people to get a sense of the community, she said.

The students created seven designs, and refined four after surveying residents at community meetings: a cottage garden, an herb garden, a California native garden, and a lush and dry garden that includes succulents.

San Lorenzo Village was built as a planned community in the 1940s and '50s, with most of its flat lots about the same size. That made it easier to create the four prototype gardens, Kooyumjian said.

The four designs conform to the homes association's covenants, conditions and restrictions, which are rules all association members must follow. Village residents need to have the plans approved by the association before starting work.



*Catherine Kavasch pulls weeds from their front lawn in San Lorenzo on April 3, 2015.*

Residents also can apply for East Bay Municipal Utility District rebates of as much as \$2,500 for converting lawns. The rebates also covers other outdoor water conservation measures such as upgraded irrigation controllers, more efficient sprinkler heads and switching to a drip watering system, said Abby Figueroa, East Bay MUD spokeswoman.

"We ask that you contact us before you start your project," she said.

Because of watering restrictions, the warm season is not a good time to replant an entire yard, Figueroa said.

"We strongly recommend you take it slow. You can sheet mulch now, but wait to do most of your planting in the fall," she said.

Sheet mulching is a way to get rid of a lawn by covering it with a layer of cardboard or newspapers and then a layer of compost, topped off with mulch.

StopWaste promotes sheet mulching to remove lawns instead of digging out the turf, which goes into the landfill, said Kelly Schoonmaker, a program manager with the agency.

"Besides, it's less work," she said.

People who sign up to help at the garden party will get discount coupons for lawn conversion materials.

UC Berkeley printed a limited number of the book, called "Gardens for San Lorenzo." Copies can be checked out at the San Lorenzo Library starting Monday, and association members can borrow the book at its office.



East Bay MUD and StopWaste are considering reprinting it for wider distribution. Though the templates were designed for San Lorenzo, they could be adapted throughout the East Bay flatlands.

Schoonmaker said she hopes members of other homeowner associations attend the expo.

"The students worked within San Lorenzo's covenants, conditions and restrictions. I think it would be great for other homeowners associations to see what's possible without a lawn," she said.

Contact Rebecca Parr at 510-293-2473 or follow her at [Twitter.com/rdparr1](https://twitter.com/rdparr1).

#### Landscape Expo

San Lorenzo Village Homes Association is holding an expo to introduce drought-tolerant designs. It also will have a hands-on demonstration of sheet mulching and what to plant.

When: 9 a.m.-3 p.m. April 25

Where: 377 Paseo Grande, San Lorenzo

Details: Call 510-276-4554, ext. 6 or email [susan@slvha.com](mailto:susan@slvha.com). To register for the lawn party, go to [www.stopwaste.org/lawnparty](http://www.stopwaste.org/lawnparty). Registration limited to 60.

#### EAST BAY MUD REBATES

For details about East Bay MUD rebates, go to [www.ebmud.com](http://www.ebmud.com) and type in "lawn conversion" in the search field.

#### StopWaste

StopWaste is offering \$5,000 grants to Alameda County nonprofit groups, including homeowner associations, to convert lawns. Go to [www.stopwaste.org/lawnconversiongrants](http://www.stopwaste.org/lawnconversiongrants).



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## NAPCOR releases postconsumer PET bale specifications

### PLASTICS

Specifications designed to provide incentives to suppliers to improve recycled PET quality.

Recycling Today Staff

APRIL 13, 2015



The [National Association for PET Container Resources \(NAPCOR\)](#), Sonoma, California, has developed a new set of quality specifications for baled postconsumer polyethylene terephthalate (PET).

The specifications have been designed to provide incentives to suppliers to improve recycled PET quality, NAPCOR says.

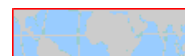
To accompany the grading system, NAPCOR also has developed a PET material test audit.

The proposed test audit and specs have been passed on to the [Association of Postconsumer Plastics Recyclers \(APR\)](#), Washington, where they are expected to undergo final review prior to integration into the model bale specification for PET, NAPCOR says.

"Members of NAPCOR's Bale Quality Committee developed the gradings and bale audit test to send a message to the marketplace that the PET reclaiming industry needs better PET bales," says Byron Geiger, president of [Custom Polymers](#), Athens, Alabama, and a member of both NAPCOR and the APR. "We are willing to reward quality, and we've developed a way to measure it."

He continues, "PET reclaimers have struggled with poor bale quality and declining yields in recent years. These new specifications give us a way to provide specific feedback to the material recovery

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facilities we buy from and encourage them to improve quality.”

The specifications and audit test method were developed by PET reclaimers using NAPCOR bale composition data as well as the results of material audits performed at facilities in the United States and Canada.

The specifications are based on the weight of PET containers in a given PET sample, taken as a percentage of the weight of the total sample, or the “PET fraction.” They include A, B, C and F grades, with PET fractions ranging from 94 percent and greater earning an “A” grade to 72 percent and below receiving an “F” grade.

The bale gradings and audit method are relevant to all postconsumer PET sources—whether deposit, California CRV or curbside—NAPCOR says. They are intended to provide voluntary, industry-approved guidelines for marketers of PET bales and to bring greater standardization into the marketplace.

“The push to add quality gradings to the model PET bale specifications came from our PET reclaimer members working collaboratively on a way to provide clear market incentives and metrics to help improve material quality,” says Tom Busard, NAPCOR chairman and chief procurement officer for [Plastipak Packaging Inc.](#), and president of Clean Tech, Plastipak’s recycling affiliate. “The gradings are intended to help differentiate the marketplace and provide consistent feedback to MRFs in order to support investment in best practices.”

NAPCOR and the APR have previously collaborated on PET recycling, with the APR serving as a plastics recycling industry source for bale specifications, test methods and other plastics recycling guidance documents. NAPCOR says it anticipates APR will incorporate the new gradings and bale audit test method into a revised model bale specification for PET once its internal review process is complete.



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5811 Canal Road  
Valley View, OH 44125 USA  
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# Negotiating the Single-Stream

The materials recovery facility is the backbone of the recycling industry – if MRFs can't make it, then robust recycling can't exist. In this first part in an ongoing series looking at the challenges MRFs face in a changing recycling landscape, our author does a deep dive into the choppy waters of recovered materials markets.

BY MICHAEL TIMPANE

**P**rocessing recyclables is a tough business and single-stream materials recovery facilities (MRFs) are again under pressures to maintain acceptable output, product quality and profit margins. Over the last two years, experts have cited multiple causes for the strong uptick of difficulty in this part of the municipal recycling value stream, focusing on two causes in particular: the quality of inbound single-stream collected materials and more voluminous tons resulting from lighter packaging. But there are other variables as well, and each conspires against complacency or restful sleep for MRF managers.

## The heavy news of lightweighting

Locally reported recycling program tonnages in sites with no change in collection technology has generally remained flat, or is only slightly declining, in North American curbside programs. However, due to more plastics and other lighter feedstock taking the place of denser printed materials and consumer packaging, the physical characteristics of inbound MRF volumes have pushed MRF operators to run at slower volume throughput in MRF operating systems. What is happening?

There have been precipitous declines in printed newspaper, office paper and magazines in the last five years in the curbside materials stream. The modern design of almost all single-stream processing facilities has, at its core, the separation of newspaper over screens designed especially for its capture. This is because this material made up over 50 percent of the inbound flow of materials when these plants were conceived. Now, loose com-

pacted paper (200-500 pounds per cubic yard and making up over half of the incoming stream) has been replaced by compacted plastic containers (50-75 pounds per cubic yard, flattened), and other newer types of consumer products (e.g. juice boxes and multi-laminated film products, both around 75 pounds per cubic yard, flattened).

In fact, estimates from the U.S. Environmental Protection Agency show a decline in total paper in the waste stream by over 20 percent in recent years, while plastic waste generation has increased over 15 percent. Industry sources confirm that from 2009 to 2013, the total supply of newsprint in the U.S. shrunk from 10.8 million tons to 8.3 million tons, due to a combination of lightweighting and the digital replacement of printed materials – a 23 percent drop. The sharp downward plunge was similar in other printed paper supply categories.

Importantly, flexible film packaging and individual, custom single-use containers are also increasingly replacing previously recyclable larger and bulk packaging. “One serving per package” is now more the rule than ever and making more units more efficiently has become important for product manufacturers. Naturally, this accelerates as manufacturers seek to use less energy and material for greater savings along the production and distribution chains. The customization process unfortunately has made their products initially more expensive to handle in a MRF and potentially less recyclable.

One example is single-serve PET container usage, which has increased from 5 to 7 percent per year in usage over the last five years. NAPCOR, among others, reported that the weight of the containers themselves have gone down over 20 percent in a sim-

ilar time period. The same lightweighting trend is true for printed paper and all other recyclable container stock. In sheer volume, a ton may be as much as 10 to 15 percent larger in size – more physical volume – with individual pieces having less weight than just five years ago. This requires more time on a sorting belt, more storage for lighter units, and more overall units of material to make a ton in a MRF. It also results in less shipping efficiencies due to lighter bales.

## Materials: more complex, more heterogeneous

Single-stream inbound material is also ever more dynamic, with new chemically diverse packaging entering the market at increasing rates, especially when it comes to plastics. In a striking example, most municipal single-stream collection programs have expanded contract definitions when new programs are started or contracts are renewed that cover all consumable plastic containers (Nos. 1-7), though the most reliable markets only exist for No. 1, No. 2, and No. 5 plastic bottles. The most valuable materials coming into MRFs are also receding, as new plastic materials replace traditional curbside recyclables with more present-day value.

Here is one of many examples of the growth of new categories. A February article in *Plastics News* reported flexible plastics had “annual growth ... forecast at 4 percent during the next five years.” Similar growth rates in other newer packaging solutions – including PET thermoforms (up 4.7 percent in 2013), high impact polystyrene and polycoated fiber materials – are accelerating due to their consumer popularity, overall efficiency and cost advantages.

New materials entering single-stream MRFs are likely to have lower recyclability, intrinsic value and structural market potential when they are first recovered (see text box on page 18). Sadly for the MRF, their inclusion into the single-stream flow leads to dilution of the overall value of a recovered ton and, where markets don't exist at all, higher residue at the MRF or elsewhere downstream (the plastic reclaimer and/or paper mill, for example). The cost of recovering therefore needs to be picked up elsewhere in the value stream for these products. The dilemma of the new materials is that their other benefits outweigh recyclability to producers and consumers.

Yet, getting to higher levels of recycling

and diversion is a desirable public policy. Success rests upon adding new materials to a recycling program in a deliberate way, by engineering and understanding the impacts to the value chain. These new materials require more available sorting, storage and baling time as each product category is added. Without initial buyers – as many new materials do not have readymade end users – markets should be developed alongside a new product's acceptance into the recovery stream.

Nonetheless, demand for MRFs to accept new products is growing from all points of the packaging value stream – all in the quest for sustainability, higher landfill diversion rates and acceptance as “recoverable.” The colliding trends have caused MRFs to find themselves in today's discomfort, where there is a widespread demand (without an initial return) for new technology, more available sorting stations, more storage space and markets that pay for recovery. In sum, MRFs struggle to keep up with the demand for access to easy consumer recycling for new packages that offer other attractive features.

## Less maintenance of inbound streams

The trends of greater non-recyclable composition, more difficult-to-recycle materials and growing residue rates have grabbed more attention from around the industry recently, with multiple public companies, government agencies and NGOs, such as Curbside Value Partnership and Keep America Beautiful, drawing attention to the issue. They point out that some of the problem is due to a lack of recycling program “maintenance.”

Consider the “Quality Alert” issued by the large MRF operator ReCommunity last year: “Unacceptable items – such as garden hoses, plastic grocery bags, diapers, needles and other medical waste, propane tanks, yard and food waste – expose industry employees to unsafe working conditions, lower productivity, increase disposal costs and reduce end-market material quality,” the company wrote. “It is an industry-wide issue.” This is a current hot button topic directly affecting MRF market credibility. It is also a lesson lost.

Early on in the curbside recycling evolution in North America, in the classic “Handbook of Solid Waste Management,” the very definition of a recycling program was asserted to include the following: publicity and educational activities as well as ordinances and enforcement activities. Except for some notable exceptions, such

as steps taken in Seattle recently, the idea has been disregarded that such drivers are necessities.

There has been a singular lack of continuous maintenance of the inbound recycling stream through social marketing, outreach, enforcement and feedback systems (such as regular material audits) by the municipalities, MRF operators and haulers. At the outset, most programs included this component, and it often came through in the momentum of program launches. But as U.S. curbside programs matured, belt tightening and other pressing priorities cut out education and enforcement. The palpable results testify to the fact.

A recent study of over 35 curbside recycling programs by Government Advisory Associates (GAA) showed an average residual rate of 16.6 percent. Residue for disposal over 10 percent was rare just five years ago. Recently, some program non-recyclable rates have been reported as high as 25 or 30 percent.

The rising contamination is also affecting the ability to sort. A report from the Container Recycling Institute found that unacceptable material in paper bales could be as high as 18 percent. The cost stress (in both disposal costs and product downgrades) stemming from this level of contamination at MRFs can be precipitous.

The quality concern has been exacerbated by challenging export market conditions. China's Operation Green Fence customs enforcement action and other export control efforts have increased costs for MRFs. These efforts have resulted in either more quality control sorting on recycled paper and other materials, or facilities facing lower prices and load rejections. Rejected loads can be expensive – whole shipping containers or even entire lots of shipping containers have been denied entry into ports from violating locations. These relatively recent efforts by historically more permissive consumers, such as outlets in China, have not faded away.

## Falling single-stream commodity values

In February 2015, the public indexes of recycled materials all reported the following average commodity price trends year-over-year: ONP had lost 14 percent of value, OCC down 20 percent, PET fell 28 percent, aluminum 2 percent, and natural HDPE was “optimistically” off 1 percent. Several dynamic forces are responsible:

- Large exporters (well over 40 percent



of single-stream paper flows toward export) have reduced market share due to economic factors. This new condition has curtailed an over-five-year positive demand trend from export that masked falling domestic paper mill consumption.

- Shipping disruptions due to a lengthy strike on the West Coast further increased supplies and backlogged inventory, lowering prices to almost desperate levels. One persistent rumor from industry sources has inventories of bales waiting for shipping containers to be recycled still in the hundreds of thousands of tons. A telling development here is that the ability to substitute feedstock bound for recycled mills by China from sources other than the U.S. is growing as Asia creates its own burgeoning consumer recycling infrastructure and forestry industry. One mill executive told me, “I was shocked when I went over there (recently) by their internal consumer recycling efforts. None of the mills seemed disrupted by the loss of (U.S.) paper from the strike.”
- Accordingly, a February 2015 industry report showed recovered pulp and paper prices approaching their second-lowest level since 2001.
- The commodities issue is not unique to recyclables; oil prices dropped dramatically beginning last fall and are almost 60 percent lower than last year. In fact, most of the world’s recognizably traded commodities have experienced large price falls recently.
- The strength of the U.S. dollar (at press time at an 11-year high compared with other currencies) does not help either. In December, *US News and World Report* summed up the chilly seas for U.S. exports: “Global commodities are priced in U.S. dollars... [and] suddenly [are] more expensive to purchase.” The U.S. dollar has improved (on-average) over 10 percent relative to the basket of world currencies in the last three years. Markets cannot afford “expensive” commodities and have adjusted to the strong value through price controls or substitution, threatening the over 40 percent of MRF-produced commodities which end up overseas.

Many of these converging trends have also shown signs of accelerating in the last two months, even with the settling of the port issues.

## Markets needed

A “chicken and egg” dilemma exists when it comes to the marketability of new materials heading toward MRFs. When enough of a new material is captured in a region, the supply reaches a predictable flow, allowing investment in marketing infrastructure and downstream uses. But such development will not take place earlier, and the process of building the infrastructure takes time. MRFs must take the leap and accept material if a market is ever to form, but the MRF is in a bind when market development has not completed. Household rigid polyethylene (i.e., toys and lawn furniture) and the emerging market for polypropylene (yogurt cups) are examples of material types that have recently achieved the critical supply-demand balance.

Moving beyond current conditions, the well-known volatility of sharp upward and downward swings in paper, based on regional panic for supply, has now been displaced with a permanent-seeming stagnation. In the strange new world of commodity markets for recycled paper, large players and controlled export markets are dominant while smaller independent mills have closed. Sharp upward swings, meanwhile, have been few and far between.

In addition, there has been a marked change in the recognized grade of the material that makes up the highest tonnage in single-stream collection programs. The majority of MRFs have evolved from recovering a mostly ONP bale, one with high demand and selling as an ONP grade, to a curbside soft-mixed printed paper bale. This is true whether it is labeled as a #8 ONP ISRI designation, a more truthful #1 Residential Mix designation or a #2 Soft Mix designation with more limited demand due to the decline in newsprint consumption. The Curbside Mixed Paper bale has supplanted real ONP bales as the predominant non-brown grade from curbside recycling programs. Prices and sales grades have generally reflected the change; it can be more than \$10 between the two. With approximately 40 percent of the almost-20-million-ton curbside market now gravitating toward this grade, the impact of the change to the industry is in the hundreds of millions of dollars.

For these interacting reasons, North

American markets for single-stream collected materials (North American markets for all commodities averaged and publicly reported) hovered around \$95 to \$105 per ton recovered for nearly three years up to November 2014. Though increases in commodity pricing of oil/virgin resin allowed a growing price for HDPE and PET to mask the structural changes of paper, when oil prices started falling late last year, the overall recovered value of the MRF ton (referred to as Blended Value, Average Commodity Revenue or Average Material Value) began to fall with it. Now it is down close to \$80 per ton, and it’s even lower in many parts of the country.

## Increased labor cost pressures

Despite the growth of impressive technologies in the space, MRF sorting protocols are, by and large, still very manual processes. This makes the primary and quality sort positions (along with grounds-keeping labor) the single-largest variable cost component in single-stream facilities. Increasing minimum wage standards across the U.S. have outstripped inflation adjustment rates in many public contracts in the last 18 months. This does not allow many operators to recoup full increases in the cost of these standards, especially if MRF contracts have a fixed rebate. Added to that, the higher turnover from improving job opportunities in less demanding environments has pinched MRF operators on the cost side as wages must be increased to attract reliable workers.

Contract dependency is also a concern. Though exact numbers are elusive, it is estimated that the vast majority of single-stream processing facilities – around 80 percent – are public-contract dependent. These contracts are generally long term, ranging from three to 10 years. Most have renewal clauses that usually favor municipalities, though recent pushback by the industry is now making these more balanced agreements. A contract four years ago may have reliably bet on a commodity revenue stream 30 to 40 percent higher per ton than that which can be garnered today. The average MRF commodity value over the last three years, when adjusted for inflation, has continued going down painfully, particularly in the last seven months. MRF costs have also risen significantly in the last three to five years due to the cited factors. Thus, rebates offered just a few years ago are likely tough to meet in today’s market.

## What's a MRF to do?

MRF operation is a tough business and always has been. Yet some MRFs generally make money, while other MRFs are seldom profitable. What are the differences? The hard downturns of the early- and mid-1990s, which shuttered up to one-third of the fleet, and the 2001 and 2008 fallbacks in commodities are the kinds of hurdles that will always confront a MRF operator. Today, MRFs face similar crises. With rising costs, falling revenues and long-term contract obligations, there are more than a few stories of insufficient revenues to cover operations costs and contract responsibilities like commodity rebates and public education programs.

But fortunately, strategies and solutions do exist. This rundown of the state of MRF affairs surely has had a gloomy element throughout. However, in the second chapter of this holistic look at the MRF landscape, coming in the May issue of *Resource Recycling*, we'll analyze how materials recovery facilities can meet and overcome these challenges through good management, savvy marketplace negotiation and more. **RR**

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Michael Timpane is affiliate vice president for Resource Recycling Systems. He can be reached at [mtimpane@recycle.com](mailto:mtimpane@recycle.com).

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## PET, Mixed Paper Prices Slide; Colored HDPE Mixed

[Robert Boulanger](#)

Thu, 2015-04-16 03:49

Pricing on mixed, post-consumer polyethylene terephthalate food and beverage containers, post-consumer colored high-density polyethylene and post-consumer mixed paper has moved in recent months.

### **Post-Consumer PET Prices Slide 58.7 percent**

During the past year, the national average price of mixed, post-consumer polyethylene terephthalate (PET) food and beverage bottles and jars from curbside collection programs has dropped by more than 58 percent.

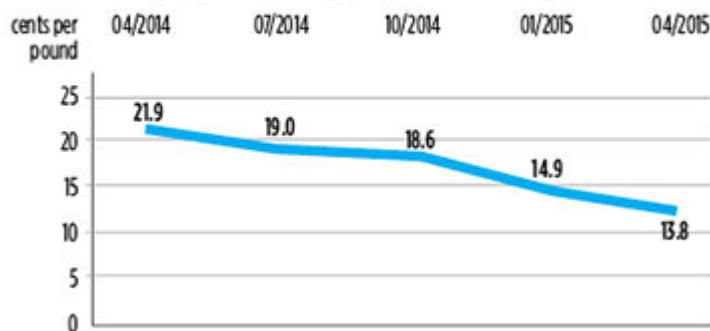
In April, 2014 the national average trading price was in the 21.9 cents per pound range. That price level dropped slightly by 15 percent to an average 19 cents through the summer months, and gradually down to 18.6 cents per pound in the fall months.

By January 2015, the price had dropped another 27.5 percent to 14.9 cents per pound. Finally, the price reached an average current low of 13.8 cents per pound, representing an overall one-year drop of 58.7 per cent (see graph).

These prices are as reported on the Secondary Materials Pricing (SMP) Index. This pricing represents what is being paid for post-consumer recyclable plastic materials in a sorted, baled format, picked up at most major recycling centers.

## Downward Slide

*During the past year, the national average price of mixed, post-consumer polyethylene terephthalate (PET) food and beverage bottles and jars from curbside collection programs has dropped by more than 58 percent.*



Source: [SecondaryMaterialsPricing.com](http://SecondaryMaterialsPricing.com)

Source: [www.secondarymaterialspricing.com](http://www.secondarymaterialspricing.com)

## Post-Consumer Colored HDPE Prices Follow Roller Coaster Ride

Six months ago, the national average price of post-consumer colored high-density polyethylene (HDPE) was at 27.6 cents per pound.

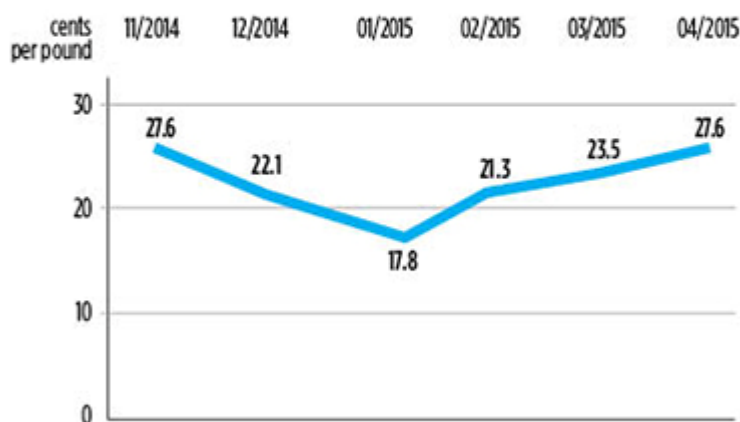
By December 2014 the price had dropped 25 percent to 22.1 cents per pound. In the new year, the price had reached a low of 17.8 cents per pound in January 2015, representing an overall drop of 55 percent (see graph).

After bottoming out like a roller coaster, the average price began a steady rise in February 2015, reaching 21.3 cents per pound. During the past six months, the price has risen a full 55 percent, reaching the previous high level of 27.6 cents per pound on April 10. This colored HDPE price is currently close to the natural HDPE grade, now trading in the 29 cents per pound range.

These prices are as reported on the Secondary Materials Pricing (SMP) Index. This pricing represents what is being paid for post-consumer recyclable plastic materials in a sorted, baled format, picked up at most major recycling centers.

## Upward Tick

*During the past six months, the price of post-consumer colored high-density polyethylene has risen a full 55 percent, reaching the previous high level of 27.6 cents per pound*



Source: SecondaryMaterialsPricing.com

Source: [www.secondarymaterialspricing.com](http://www.secondarymaterialspricing.com)

## Post-Consumer Mixed Paper (PS-1) Drops 18 Percent During Past Year

The national average price for post-consumer Mixed Paper (PS-1) continues on a gradual monthly downward price trend.

One year ago, the #1 PSI average trading price was in the \$57 per ton range. This represented an average return for baled tonnage picked up at most recycling centers. Six months later, in October 2014 the average price had dropped 5 percent to \$54 per ton, and by January 2015 it settled in at \$53 per ton.

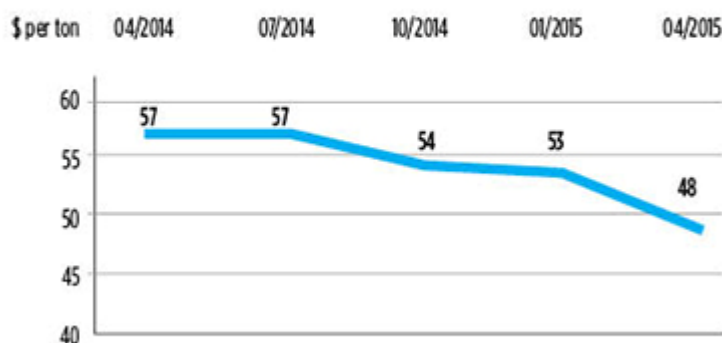
Since January 2015 the average price has continued to slide another 10 percent to the current national average of \$48 per ton. During the past year, this represents an overall price drop of 18 percent (see graph).

By comparison, the average price of recovered #8 News has also dropped 18 percent during the past year.

These published prices are for mill-size bales, FOB dealers' plants, as reported on the Secondary Fiber Pricing (SFP) Index.

## Slow Decline

The national average price for post-consumer Mixed Paper (PS-1) continues on a gradual monthly downward price trend.



Source: [SecondaryFiberPricing.com](http://SecondaryFiberPricing.com)

Source: [www.secondaryfiberpricing.com](http://www.secondaryfiberpricing.com)

Robert Boulanger is currently president of Recycling Markets Ltd. and director of the Commodity Pricing division. He has extensive experience in the operation and management of recycling plants, and is a long-time publisher in the recycling sector. He can be reached at [robert@recyclingmarkets.net](mailto:robert@recyclingmarkets.net). For more than 30 years, the company and its affiliates have focused on the management of company databases and commodity pricing for the recycling industry. In 2002, [SecondaryFiberPricing.com](http://SecondaryFiberPricing.com) was developed as the first industry online format to publish real-time pricing for 18 PSI grades of recyclable paper. [SecondaryMaterialsPricing.com](http://SecondaryMaterialsPricing.com) was launched in 2004 for postconsumer plastics, cans and glass. Online Members have instant access to more than 10 years of historical data. [www.recyclingmarkets.net](http://www.recyclingmarkets.net)

**Source URL:** <http://waste360.com/commodities-pricing/pet-mixed-paper-prices-slide-colored-hdpe-mixed>

Join us for the 'Week In Review' Summer Tour! Coming up: Friday, May 29 in West Seattle

# Seattle Suspends \$1 Fine For Failure To Compost

By SARA BERNARD • APR 22, 2015

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
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From left, Janet Gwilym, a resident of Beacon Hill, with her children, Morgan Gwilym-Tso, Alana Gwilym-Tso. Behind them, Mayor Ed Murray and Cortona Café co-owner Jason Davison.

KUOW PHOTO/SARA BERNARD



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1:36

Breathe easy, Seattle. The proposed fines for not following Seattle’s new food composting rule have been delayed.

The fines were originally scheduled to start July 1. But on Wednesday, Mayor Ed Murray said he would suspend those fines for the rest of the year. The earliest they could go into effect -- and that's a big if -- is January 2016.

The rule was simple: Don’t put compost in the trash. And if trash was made up of more than 10 percent compost, the fine proposed was a whopping \$1 for a single-family home. For businesses and apartment buildings, the proposed fine would have been \$50.

In the same announcement, Murray said the city is ahead of schedule in its effort to keep food waste out of the trash.

“We are on track this year to recycle about 19,000 additional tons of organic material that would go into a landfill,” Murray said. “That's equivalent to 380 rail cars of food waste. That's three whole trains.”

The mayor says Seattle has a good chance of meeting its goal of recycling or composting 60 percent of its waste by the end of 2015.

And instead of issuing fines, the city will focus on educating the public about compost instead. A survey in March found that 71 percent of Seattleites are aware of the composting law.

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