

Planning Committee/Recycling Board Members

Tracy Jensen, **President**
ACWMA

Virginia Harrington, **First Vice President**
Solid Waste Industry Representative

Ben Barrientos, **Second Vice President**
ACWMA

Xouhoa Bowen, ACWMA

Ja'moni Brooks, Recycling Materials Processing
Industry

Rita Duncan, ACWMA

Ellen McClure, Environmental Educator

David Mourra, ACWMA

Elaine Owyang, Environmental Organization

Barun Singh, Recycling Programs

Madelyn Vital, Source Reduction Specialist

Timothy Burroughs, Executive Director

AGENDA

**MEETING OF THE
PLANNING COMMITTEE
AND
ALAMEDA COUNTY RECYCLING BOARD**

THURSDAY, MARCH 12, 2026

4:00 P.M.

IN-PERSON MEETING LOCATION
STOPWASTE BOARD ROOM
1537 WEBSTER STREET
OAKLAND, CA 94612

This meeting will be conducted in a hybrid model with both in-person attendance and teleconference participation:

Teleconference location #1 118 Glashaus Loop, Emeryville, CA
Teleconference location #2 40087 Mission Blvd., Fremont, CA
Teleconference location #3 5935 Vallejo Street, Emeryville, CA
Teleconference location #4 22493 Bayview Avenue, Hayward, CA
Teleconference location #5 1517 Harmon St, Berkeley, CA

Members of the public may attend in person at the addresses listed above or by:

1. Calling US+1 669 900 6833 and using the Webinar ID 850 7721 9739
2. Using the [Zoom](#) website or App and entering meeting code 850 7721 9739

During the meeting the chair will explain the process for members of the public to be recognized to offer public comment. The process will be described on the StopWaste website at <http://www.stopwaste.org/virtual-meetings> no later than noon, Thursday, March 12, 2026.

The public may also comment by sending an e-mail to publiccomment@stopwaste.org. Written public comments will be accepted until 3:00 p.m. on the day prior to the scheduled meeting. Copies of all written comments submitted by the deadline above will be provided to each Board Member and will be added to the official record. Comments will not be read into the record.

In accordance with the Americans with Disabilities Act, if you need assistance to participate in this meeting due to a disability, please contact the Clerk of the Board at (510) 891-6517. Notification 24 hours prior to the meeting will enable the agency to make reasonable arrangements to ensure accessibility to this meeting.

AGENDA

I. CALL TO ORDER

II. ROLL CALL OF ATTENDANCE

III. ANNOUNCEMENTS BY PRESIDENT

IV. OPEN PUBLIC COMMENT

An opportunity is provided for any member of the public wishing to speak on any matter within the jurisdiction of the Board but not listed on the agenda. Each speaker is limited to three minutes.

Page

V. CONSENT CALENDAR

1 **1. Approval of the Draft PC&RB Minutes of February 12, 2026**

3 **2. Board Attendance Record**

5 **3. Written Report of Ex Parte Communications**

VI. REGULAR CALENDAR

7 **1. Multi-Year Fiscal Forecast (Justin Lehrer)**
 This item is for information only.

15 **2. Mapping Alameda County's Food Recovery System (Cassie Bartholomew & Hugo Grégoire)**
 This item is for information only.

VII. MEMBER COMMENTS AND COMMUNICATIONS FROM THE EXECUTIVE DIRECTOR

VIII. ADJOURNMENT TO JOINT WMA, EC, AND PC&RB MEETING – APRIL 22, 2026 AT 3:00 P.M.

DRAFT

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

Thursday, February 12, 2026

6:00 P.M.

**IN PERSON MEETING LOCATION:
StopWaste Boardroom
1537 Webster Street, Oakland, CA**

I. CALL TO ORDER

President Jensen called the meeting to order at 6:00 p.m. Timothy Burroughs explained the meeting process being utilized during the meeting. A link to the process is available here:

[Virtual-Meetings-Instructions.](#)

II. ROLL CALL OF ATTENDANCE

Tracy Jensen, President
Xouhoa Bowen, ACWMA
Ja'moni Brooks, Recycling Materials Processing Industry
Virginia Harrington, Solid Waste Industry Representative
Ellen McClure, Environmental Educator
David Mourra, ACWMA
Elaine Owyang, Environmental Organization
Barun Singh, Recycling Programs
Madelyn Vital, Source Reduction Specialist

ABSENT

Ben Barrientos, ACWMA

Staff Present

Timothy Burroughs, Executive Director
Alma Freeman, Communications Manager
Justin Lehrer, Administrative Services Director
Else Lebsack, Program Manager
Arliss Dunn, Clerk of the Board
Farand Kan, County Counsel

III. ANNOUNCEMENTS BY THE PRESIDENT

President Jensen welcomed Madelyn Vital to the Board as the new Source Reduction Specialist Representative, Rita Duncan, as the new WMA appointee to the Recycling Board. Board member Vital provided a summary of her background and experience and stated that she is excited to serve on the Recycling Board. Board member Duncan stated that she is interested in the role of the Recycling Board and most importantly about educating our ratepayers on their role in this process.

IV. OPEN PUBLIC COMMENT

There were none.

V. CONSENT CALENDAR

1. Approval of the Draft PC & RB Minutes of January 8, 2026

2. Board Attendance Record

3. Written Report of Ex Parte Communications

There were no public comments for the Consent Calendar. Board member Harrington moved for approval of the Consent Calendar. Board member Brooks seconded, and the motion carried 9-0. The Clerk called the roll:

(Ayes: Bowen, Brooks, Duncan, Harrington, Jensen, McClure, Mourra, Owyang, Vital. Nays: None. Absent: Barrientos, Singh. None. Abstain: None)

VI. REGULAR CALENDAR

1. Implementation of the Reusable Bag Ordinance (Ordinance 2025-1) (Elese Lebsack)

This item is for information only.

Timothy Burroughs introduced the item. Elesé Lebsack provided an overview of the staff report and presented a PowerPoint presentation. A link to the report and the presentation is available here: [RBO-Update-Memo.pdf](#). Ms. Lebsack informed the Board that over the last eight months, staff conducted outreach for implementation of the updated Reusable Bag Ordinance (RBO) and continued to gather annual data about customer bag use and bag purchasing by stores. Ms. Lebsack provided an overview of the bag rules, current implementation activities, and annual bag use and purchasing data.

Additional time was provided to the Board for discussion and for clarifying questions. An audio link to the discussion is available here: [RBO-Update-Discussion](#). There were no public comments on this item. President Jensen thanked Ms. Lebsack for a very informative report.

VII. MEMBER COMMENTS AND COMMUNICATIONS FROM THE EXECUTIVE DIRECTOR

Timothy Burroughs announced that StopWaste featured an article in the latest edition of Edible East Bay. The article focuses on residential food waste prevention and tips for getting the most out of your food.

Board member Bowen announced that last week, the San Leandro School District sent out information about the launch of the reusable foodware program at the District, and shared that the program is already getting a lot of positive feedback from the community. Board member Bowen stated that as a Board member, she was excited to see the implementation of the initiative and acknowledged StopWaste for its efforts.

Board member Duncan announced that she attended the Open House at the StopWaste Education Center and toured the Davis Street Transfer Station. Board member Duncan added she was impressed and pleased to be part of the team, and it was great to see so many young people taking action.

VIII. ADJOURNMENT – TO PC&RB MEETING – MARCH 12, 2026 AT 4:00 P.M.

The meeting adjourned at 6:40 p.m.

2026 - ALAMEDA COUNTY RECYCLING BOARD ATTENDANCE

	J	F	M	A	M	J	J	A	S	O	N	D
REGULAR MEMBERS												
B. Barrientos	X	A										
X. Bowen	X	X										
J. Brooks	X	X										
R. Duncan		X										
V. Harrington	X	X										
T. Jensen	X	X										
E. McClure	X	X										
D. Mourra	X	X										
E. Owyang	X	X										
B. Singh	A	X										
M. Vital		X										
INTERIM APPOINTEES												

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

X=Attended

A=Absent

I=Absent - Interim Appointed

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DATE: March 12, 2026
TO: Recycling Board
FROM: Timothy Burroughs, Executive Director
SUBJECT: Written Reports of Ex Parte Communications

BACKGROUND

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

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

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

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

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DATE: March 12, 2026
TO: Programs & Administration Committee
Planning Committee/Recycling Board
FROM: Justin Lehrer, Administrative Services Director
SUBJECT: Multi-Year Fiscal Forecast

SUMMARY

Each year, as part of the Agency’s budget development process, staff conduct an analysis of the organization’s fiscal forecast, current fund balance, and reserves. This review helps identify adjustments needed to ensure sufficient resources to continue to deliver impactful programs that advance the Agency’s goals while also maintaining adequate contingency funds for the future. This year’s analysis reflects the addition of a newly adopted regulatory fee and its impact on the Agency’s long-term financial outlook. At the March 12 Programs & Administration and Recycling Board meetings, staff will present an overview of the updated forecast and key findings.

DISCUSSION

Central to the Agency’s mission is to accelerate progress toward a thriving circular economy, including advancing a healthy local food system, supporting circularity in organic and inorganic waste streams, and driving innovation and minimizing waste in the Bay Area construction sector. Consistent with this mission and other broader economic factors, solid waste disposal and the associated tonnage fee revenue have declined over time. Landfill tonnage-based fee revenue represents 90% of the Agency’s discretionary budget (i.e., General Fund). As landfill-based revenue has declined and operating costs and state-mandated regulatory programs have increased, the Agency has for several years faced a long-term structural deficit. In response, staff and the Board have implemented cost-containment measures over the past three years, including holding expenditures flat by carefully managing vacancies and reducing non-personnel costs, engaging in strategic planning to prioritize core initiatives, and pursuing revenue diversification and regulatory cost recovery. We have also strategically drawn down fund balances as needed to support continued work on strategic priorities.

FORECAST SCENARIOS

Utilizing a forecasting model originally developed with assistance from the consulting firm Crowe, LLP, staff update the Agency’s revenue projections each year. The model includes seven scenarios to help determine a range of possible funding trends and associated fiscal measures that support the Agency’s operations and mission.

The scenarios described in the table below cover a range of potential circumstances that could occur in the future and the potential impact of these scenarios on the Agency’s reserves and fund balance.

Scenario A represents the best case from a revenue perspective, descending to Scenario G, which forecasts the lowest revenues. Scenarios A, B, C, and F are based on historical trends such as disposal changes over a specific timeframe and/or impacts from the 2007-2009 recession. The basis for Scenarios D, E, and G is "goal-based," meaning that the forecasted trends reflect longer-term declines in tonnage based on state and local policy goals, such as those articulated in the [Recycling Plan](#) adopted by the Agency’s Recycling Board.

The Agency’s revenue has closely tracked Scenario C since inception of the model in 2022, representing an approximate 2% annual decline in tonnage revenue per year.

Scenario	Brief Description of Tonnage Trend	Tonnage Change	Basis
A. Status Quo with Growth	Slight growth based on most recent five years	Increase	Historical
B. Status Quo	Tonnage stays flat	No Change	Historical
C. Economic Cycle	Declines based on most recent 15 years	Decrease	Historical
D. Organics Reduction	Achieve 75% reduction in landfilled organics using a FY 2022 baseline (SB 1383 ¹), then tonnage stays flat	Decrease	Goal-based
E. Organics and Recyclables Reduction	Achieve 75% reduction in landfilled organics using a FY 2022 baseline (SB 1383), then 75% reduction in recyclables by FY 2030	Decrease	Goal-based
F. Recession	Tonnage declines similar to 2008 recession to its recovery	Decrease	Historical
G. Recycling Plan	Achieve Recycling Plan goal of 100% diversion by 2045	Decrease	Goal-based

NEW REGULATORY FEE IMPACTS FORECAST

Because landfill tonnage fee-based revenues are projected to continue declining as landfill disposal declines, the Agency has relied on its fund balance and reserves as a temporary bridge while exploring revenue diversification and cost recovery options. However, absent additional revenue or significant reduction in the programs we provide, all the forecast scenarios included in earlier fund balance analyses showed a risk of exhausting the Agency’s funding contingency by FY 2031.

In early 2025, following Board direction and an evaluation of potential revenue options, staff engaged R3 Consulting Group, Inc. to conduct a regulatory fee study. State mandates, including SB 1383 and the statewide ban on single-use plastic bags, were adopted after the Agency’s primary discretionary funding sources were established. Under Proposition 26, the Agency may recover the costs of administering and enforcing regulations implementing these mandates through a regulatory fee. R3’s study evaluated options to recover those regulatory costs on behalf of the Agency’s member jurisdictions.

R3 evaluated collection mechanisms and estimated FY 2027 regulatory costs at approximately \$4.3 million, recommending recovery through a fee on residential and commercial solid waste bills. The study was presented to the WMA Board in September 2025, at which time the Board directed staff to develop a Regulatory Fee Ordinance. On February 25, 2026, the Board adopted Ordinance 2026-01,

¹ Senate Bill 1383 Short-lived climate pollutants. Section 39730.6. Sets a statewide goal to reach a 75% reduction in organics landfilled by 2025. StopWaste is using a FY 2022 baseline for the purposes of the projection.

establishing a regulatory fee projected to generate approximately \$4.1 million annually beginning in FY 2027. This new revenue category is now incorporated into the updated fiscal forecast.

With the adoption of the regulatory fee, which enables StopWaste to recover a significant portion of its regulatory costs, the Agency’s financial projections have materially improved. The additional revenue will recover up to 95% of the Agency’s regulatory expenses, including compliance monitoring, enforcement efforts, and additional activities necessary to support implementation of SB 1383 and the Reusable Bag Ordinance on behalf of our member agencies. **With the regulatory fee in place, there is reduced pressure on the overextended general fund, and revenues are projected to exceed expenditures through FY 2031, restoring structural balance in the medium term.**

Figure 1 below shows the Agency’s projected expenditures, revenues, and fund balances through 2032 as presented to the Board in March 2025. Figure 2 updates the projection through 2034 to include both the new regulatory fee revenue and a revised actual fund balance for FY 2025. Both figures include approximately \$9 million in reserve funds for purposes of comparison. Figure 1 shows a negative fund balance by FY 2031 and Figure 2 shows a balance of \$24.9 million in FY 2031, reflecting the impact of the projected additional regulatory fee revenue over time.

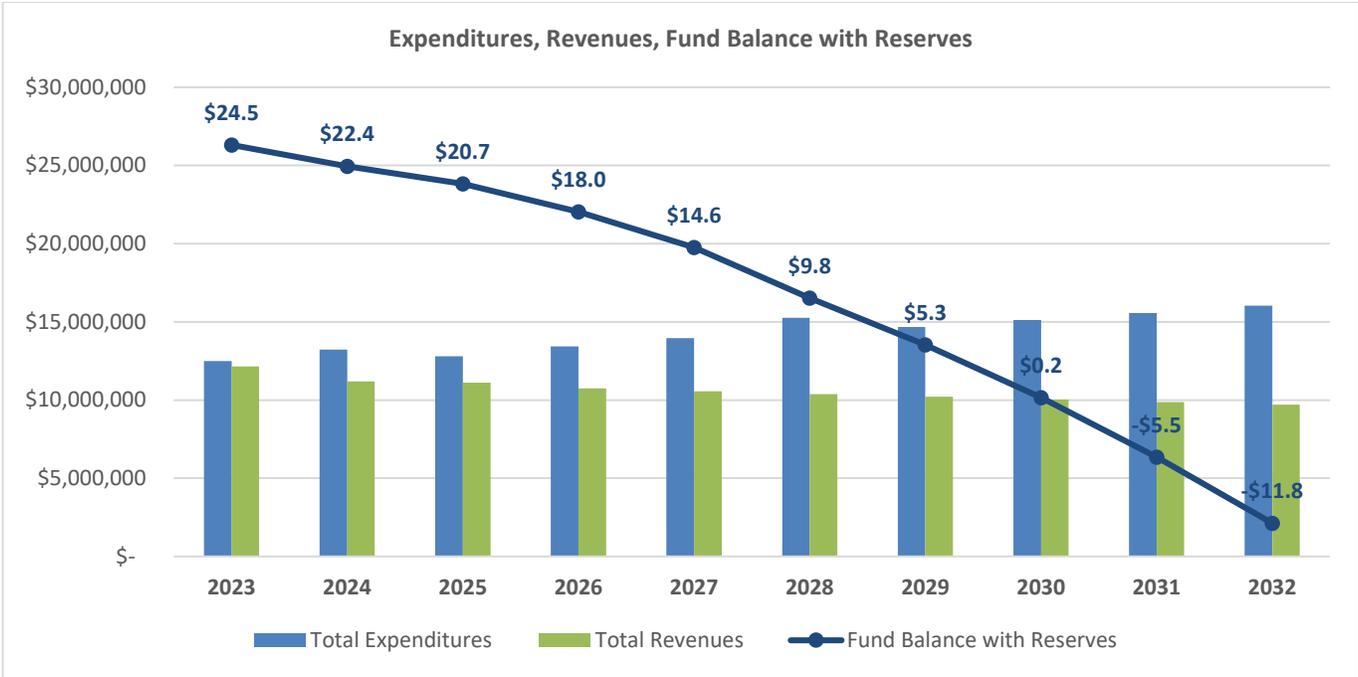


Figure 1: Expenditures, Revenues, and Fund Balance Forecast including reserves; March 2025

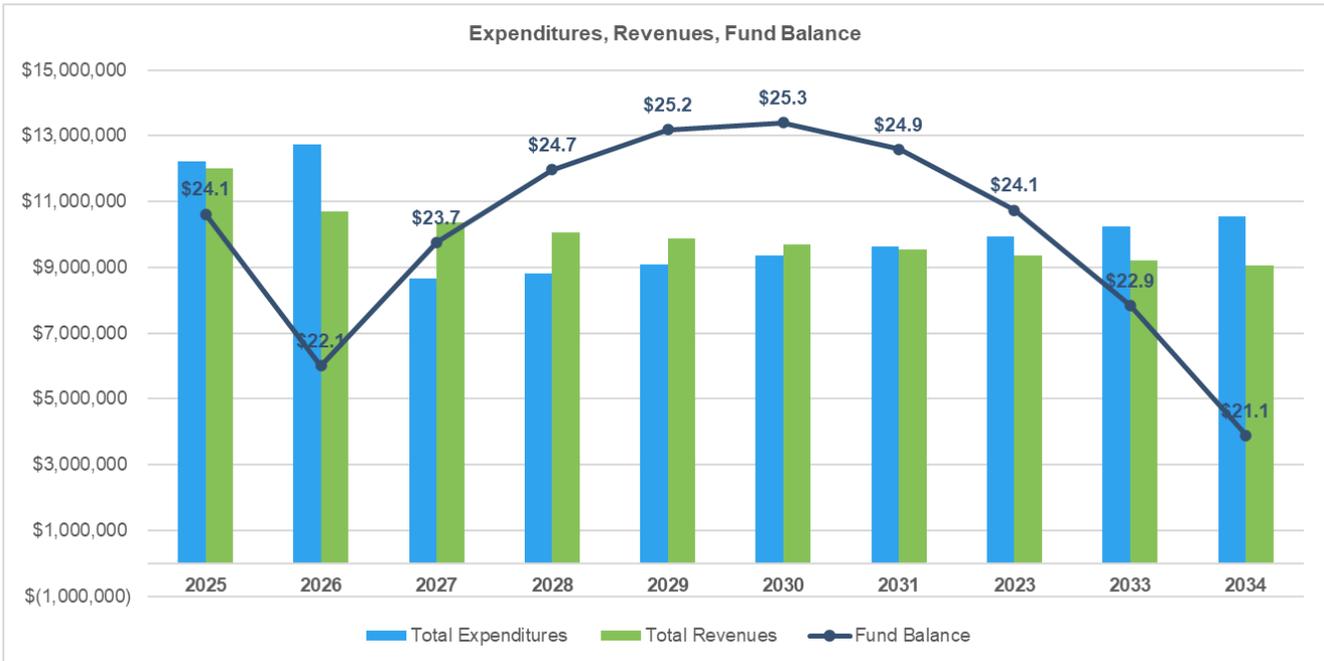


Figure 2: Expenditures, Revenues, and Fund Balance Forecast including reserves, March 2026

Given that reserves are allocated for specific needs and not intended for use as the Agency’s general fund, they are excluded from subsequent forecast charts below. Figure 3 shows the Agency’s projected fund balance excluding reserves. Starting with implementation of the regulatory fee in FY 2027, which, again, is projected to recover approximately 95% of the Agency’s regulatory costs, discretionary revenues will exceed expenditures until FY 2031 at which point the rising costs of operations due to inflation may once again exceed revenue. At that time the Agency projects a \$16.3 million fund balance plus \$9 million in dedicated reserves, providing a sufficient horizon to implement changes that address any fiscal structural imbalance that exists at that time.

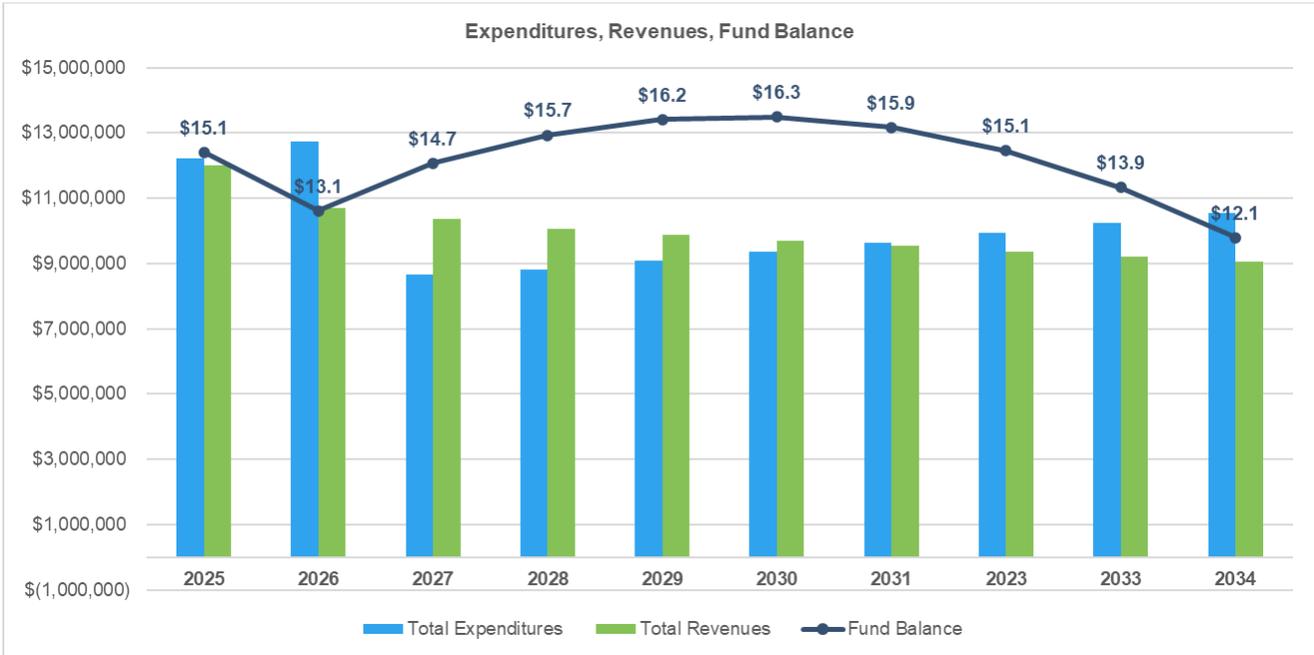


Figure 3: Expenditures, Revenues, and Fund Balance Forecast, excluding reserves

KEY FINDINGS FROM THE SCENARIO ANALYSIS

Staff updated the projection models for this fiscal forecast to include actual figures for last fiscal year (FY 2025) and budgeted figures for the current fiscal year. Here are the key findings from the Agency's current fiscal forecast analysis:

- Based on actual figures and revenues to date, the Agency's fiscal trend continues to closely match Scenario C, reflecting a 2% annual decline in tonnage-based revenue.
- The new regulatory fee is projected to recover approximately 95% of the Agency's regulatory program costs (over \$4 million annually).
- By the end of FY 2027, after implementation of the regulatory fee, the Agency will have accumulated a fund balance, excluding dedicated reserves, totaling approximately \$14.7 million. This is up from \$13.1 million in FY 2026 and provides a sufficient basis for the Agency to continue to deliver impactful programs that advance our mission while maintaining adequate contingency funds for the future.
- Over the next five years, revenues are projected to exceed expenditures. However, rising operating costs and the declining, non-inflation-adjusted nature of landfill and other fee revenues may create renewed structural pressure by FY 2031 absent program or staffing adjustments. At that time, fund balance and reserves are projected to total approximately \$25 million, providing a sufficient horizon to address any emerging structural imbalance.
- Over the longer term (through FY 2034), the forecast shows a decline in fund balances and reserves, with only the worst case scenarios showing the Agency exhausting all fund balances and reserves by FY 2031.
- The Agency's unique circumstances related to revenue generation and the complexity of adjusting the fees that generate revenue continue to expose the Agency to financial risk in the longer term, which warrants maintaining a higher fund balance than other area waste management authorities that have different, more nimble fee structures.

LONGER TERM FORECASTS

While financial forecasting is a valuable tool, the forecasts are estimates that become less accurate the further out data are projected. However, extending the scenarios through FY 2034 still provides insight as shown in Figures 4 and 5 on the next page. The table and chart below reflect estimated fund balance trends without interventions such as expenditure reductions or diversification of revenues.

Scenario	Base Year	Year 3	Year 6	Year 9
	2025	2028	2031	2034
A (Status Quo with Growth)	15.08	16.37	19.29	20.16
B (Status Quo)	15.08	16.96	20.05	20.54
C (Economic Cycle)	15.08	15.67	15.94	12.14
D (Organics)	15.08	15.63	13.94	9.23
E (Organics and Recyclables)	15.08	15.06	13.25	7.89
F (Recession)	15.08	14.70	9.24	(7.16)
G (Recycling Plan)	15.08	4.47	(28.60)	(86.24)

Figure 4: Projected Ending Fund Balance (in millions), excluding reserves – Years 3, 6, and 9

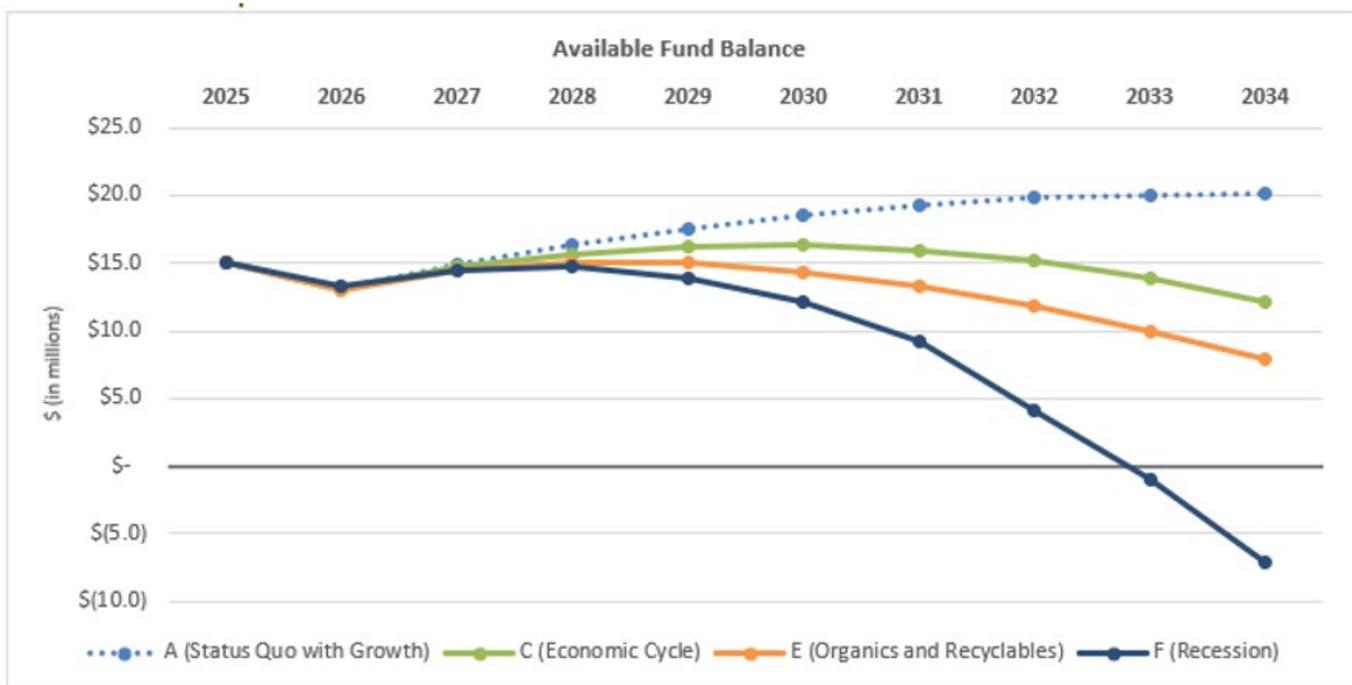


Figure 5: Projected Fund Balance (in millions), excluding reserves

Over the longer term, fund balances decline under all but the best-case scenario as inflation and continued tonnage reductions outpace revenue growth. While the Agency will take steps to minimize the risk of these longer-term forecasts, they do highlight the need to continue to regularly update the forecasting models to help identify trends and to address this fiscal imbalance.

BUDGET IMPACTS FOR FY 2027

Medium-term forecasts indicate that with the regulatory fee revenue in place, the Agency is in a stable financial position for the next several years. This is helpful in preparing for the upcoming budget in that

the Agency has the flexibility to make additional strategic investment in our programs that further our mission without relying on the funding contingency.

RESERVES

In addition to discretionary funds, the Agency maintains reserves that are set aside for specific purposes. At the end of FY 2026, Agency reserves will total approximately \$9.2 million. While the total amount of the reserves has not changed significantly, based on recent analyses the reserve categories and the funding allocated to each reserve category are shown below. Reserve funds are not included in the discretionary fund balance because they are dedicated to specific purposes; however, they provide an additional cushion in the event of unexpected revenue declines.

Reserve	Balance	Purpose
Building Maintenance	\$ 1,420,000	Cover capital costs related to Agency buildings and property.
Fiscal	\$2,600,706	Offset unanticipated decline in revenue that could occur during the year – represents the difference between Scenario C and Scenario F (Recession).
Pension	\$4,000,000	Ensures sufficient funding to achieve a 100% funded status for both CalPERS unfunded accrued liability (UAL) and Other Post-Employment Benefits (OPEB).
Disaster Recovery	\$500,000	Cover costs related to data recovery, restoring essential systems, and implementing enhanced security measures after a cybersecurity attack or natural disaster.
Regulatory	\$200,000	Cover additional regulatory expenses not reimbursed by revenue collected through the regulatory fee.
Five Year Audit	\$81,876	Pay for periodic Recycling Board five-year audit.
Waste Characterization Study (Regulatory)	\$200,000	Covers costs for periodic Waste Characterization Studies.
Contingency	\$220,485	To be used as needed for one-time projects
Total	\$9,223,067	

PLANNING FOR THE FUTURE

The Agency will continue taking proactive measures regarding expenditures, such as carefully managing vacancies, and will continue its practice of monitoring unfunded liabilities and making strategic discretionary payments when feasible to both ensure the adequacy of the pension and post-retirement benefits (OPEB) and reduce annual operating expenses.

The Agency will also continue to use forecasting tools to inform its budgetary and policy decision-making going forward. Active monitoring of the fund balance allows the Agency to proactively manage potential surpluses or deficits.

Staff is in the process of preparing the FY 2027 budget, which will be presented at the joint session of the Boards and the Energy Council on April 22, 2026. While fiscal prudence remains essential, this analysis provides particularly useful information as staff plan initiatives that support the Agency’s broader interests in advancing a healthy local food system, a thriving circular economy, and innovation

in the Bay Area construction sector.

RECOMMENDATION

This item is for information only. Staff will continue to prepare and present annual fiscal forecasts and advise the Boards of any changes in disposal trends which would require significant changes to Agency expenditures and/or revenues.



DATE: March 12, 2026

TO: Programs and Administration Committee
Planning Committee/Recycling Board

FROM: Cassie Bartholomew, Senior Program Manager
Hugo Grégoire, Management Analyst

SUBJECT: Mapping Alameda County's Food Recovery System

SUMMARY

One of StopWaste's main goals is to help build a healthy, equitable food system that minimizes waste. A key part of that work is food waste prevention and improving edible food recovery, including convening the Alameda County Food Recovery Network (ACFRN), a countywide collaborative of food recovery organizations, faith-based groups, and community partners working to strengthen food recovery efforts and implement SB 1383 edible food recovery requirements.

To support that work, StopWaste recently developed the **Alameda County Food Recovery System Map**, an internal tool that provides a comprehensive overview of commercial food generators, food recipient organizations, and food system organizations working across the county to ensure that edible surplus food is redirected to food insecure communities. At the February 12 board meetings, staff will present an overview of the tool and how it benefits food recovery work.

DISCUSSION

StopWaste partnered with Food Works Group to develop a pilot map of the Alameda County food system and food recovery activities. This map serves as a practical coordination tool for the network and for the broader ecosystem of food system organizations, including urban farms and food recipient organizations.

Through stakeholder interviews and follow-up surveys, the project engaged more than 30 food system stakeholders across 21 organizations. This collaborative effort produced tools to enhance understanding of the local food recovery system, identify service gaps, and support more strategic coordination among partners. Overall, the project strengthens the county's food recovery infrastructure by mapping the organizations that comprise Alameda County's food recovery system, while also supporting compliance with California's SB 1383 edible food recovery requirements.

Users can filter data by organization type, location, and operational characteristics to identify potential collaborators or service providers throughout the county. A companion user guide and video tutorial were developed to support use of the map and provide definitions for organization types displayed.

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Food Donors

Food Recipient Organizations

Food System Partners

Alameda County Food Recovery Map

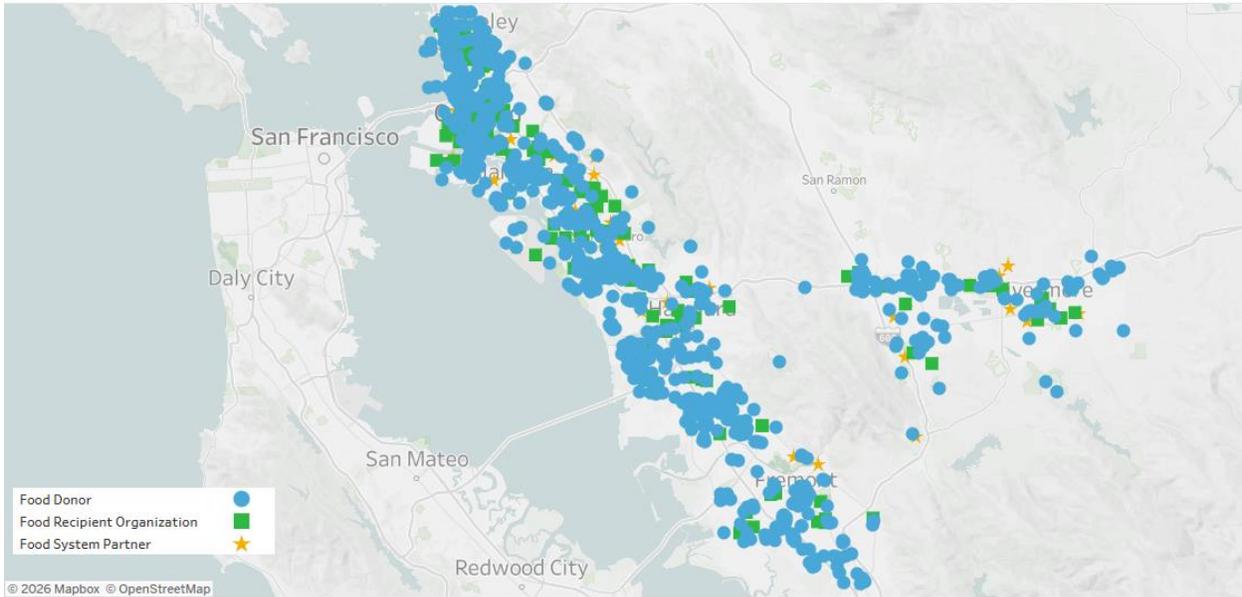


Figure 1. Alameda County Food Recovery System Map showing food donors alongside food recipient organizations and food system partners.

RECOMMENDATION

This item is for information only