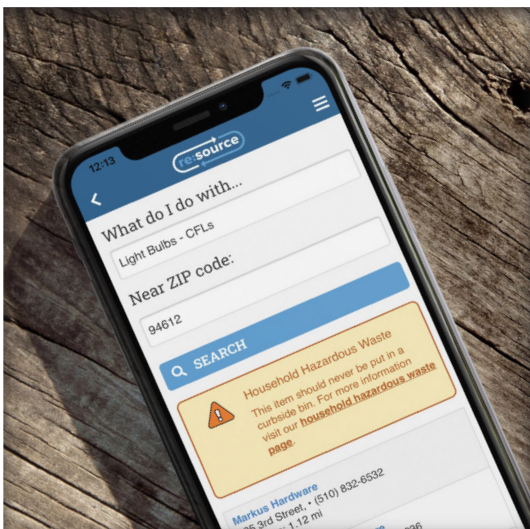


STOP WASTE



ANNUAL BUDGET

Fiscal Year 2021-22

ADOPTED BY:

- Alameda County Waste Management Authority - May 26, 2021
- Energy Council - May 26, 2021
- Source Reduction and Recycling Board - May 13, 2021

ABOUT THE AGENCY



StopWaste is a public agency advancing environmental sustainability through responsible use of resources in Alameda County. Since 1976, we've been helping residents, businesses, schools, and local jurisdictions become better stewards of the environment by preventing waste, saving energy and water, optimizing resources, and taking action to increase community resilience to climate change.

StopWaste works on behalf of 17 member agencies in Alameda County, serving 1.7 million people. We're governed by the Alameda County Waste Management Authority, the Alameda County Source Reduction and Recycling Board, and the Energy Council.

BOARD MEMBER ROSTER

WASTE MANAGEMENT AUTHORITY (ACWMA)

County of Alameda	David Haubert
City of Alameda	Trish Herrera Spencer
City of Albany	Preston Jordan
City of Berkeley	Susan Wengraf
Castro Valley Sanitary District	Dave Sadoff
City of Dublin	Melissa Hernandez
City of Emeryville	Dianne Martinez, Second Vice President
City of Fremont	Jenny Kassan
City of Hayward	Francisco Zermeño
City of Livermore	Bob Carling
City of Newark	Michael Hannon
City of Oakland	Dan Kalb
Oro Loma Sanitary District.	Shelia Young, First Vice President
City of Piedmont	Jennifer Cavanaugh
City of Pleasanton	Jack Balch
City of San Leandro.	Deborah Cox, President
City of Union City	Jaime Patiño

SOURCE REDUCTION AND RECYCLING BOARD

Environmental Organization	Darby Hoover, President
Environmental Educator	Eric Havel
Recycling Materials Processing Industry.	Vacant
Recycling Programs	Chiman Lee
Solid Waste Industry Representative	Tianna Nourot
Source Reduction Specialist	Laura McKaughan, Second Vice President
ACWMA	Bob Carling
ACWMA	Deborah Cox
ACWMA	Dan Kalb
ACWMA	Dave Sadoff
ACWMA	Francisco Zermeño, First Vice President

ENERGY COUNCIL

County of Alameda	David Haubert
City of Alameda	Trish Herrera Spencer
City of Albany	Preston Jordan
City of Berkeley	Susan Wengraf
City of Dublin	Melissa Hernandez, President
City of Emeryville	Dianne Martinez
City of Fremont	Jenny Kassan, Second Vice President
City of Hayward	Francisco Zermeño
City of Livermore	Bob Carling
City of Newark	Michael Hannon
City of Oakland	Dan Kalb, First Vice President
City of Piedmont	Jennifer Cavanaugh
City of Pleasanton	Jack Balch
City of San Leandro.	Deborah Cox
City of Union City	Jaime Patiño

TRANSMITTAL LETTER

Board Members & Community Members:

I am pleased to submit our Fiscal Year 2021-22 budget, which keeps our work on the cutting edge of waste reduction and energy efficiency, all while maintaining a solid financial position that steadily funds our work.

As we enter year two of the coronavirus pandemic, we are starting to see some sense of normalcy returning on the horizon. I want to thank our staff and member agency partners for the sacrifices they have made, and for their flexibility and ingenuity operating in vastly different ways. Our shifts to a virtual world have included school programming, community presentations, our business awards event, and board meetings, among others. We will continue modifying our approaches as changes progress over the coming year, and look forward to the day we can all see each other in person again.

In December 2020 our Board adopted a set of long-term Aims and shorter-term Guiding Principles (page I-I) that shape our direction over many years, define how we approach our work, and help inform the activities we undertake in the near term. The Aims and Guiding Principles complement the updated Recycling Plan adopted by our Recycling Board last year, and an updated Countywide Integrated Waste Management Plan (CoIWMP) adopted by our Waste Management Authority Board the prior fiscal year, that includes a goal of landfill obsolescence in the county by 2050. Diversifying our revenue and maintaining appropriate reserves will support the work outlined in these long-term guidance documents, and allow us to continue making a positive impact in our communities for years to come.

A major effort of ours and our member agencies in the coming year will be organizing collectively to implement the vast new state law SB 1383, the Short-Lived Climate Pollutants Act. This budget funds numerous activities that have been developed over the past year working closely with our member agencies that will reduce the amount of organics going to landfill and increase the amount of edible food recovered, with a corollary reduction in harmful methane gas emissions. The description on page IV-23 provides more detail on what this effort will look like.

Recycling markets have shifted dramatically in the past few years with a new understanding in the industry of what is truly recyclable. In Alameda County we are working closely with our partners to be transparent about the realities of the current state of waste processing, and help restore confidence among the public about what discarded materials can be transformed into useful new products. This work parallels efforts by the Statewide Commission on Recycling Markets, which was modeled after a task force that we first formed here in Alameda County.

I'm excited to see the continued success of this Agency in the coming years, but I will be rooting from the sidelines. After close to 30 years at StopWaste, I will be retiring in July, 2021. The Board has selected our Deputy Director Timothy Burroughs to be the next Executive Director, who will start his position July 12. I have full confidence in Timothy's ability to lead this Agency to the next level. I will miss the passionate people and rewarding work, but the time is right and I am ready to kick back a little before embracing the next adventure.

A handwritten signature in black ink, appearing to read 'WJS', with a stylized, looping flourish at the end.

Wendy Sommer, Executive Director

ACKNOWLEDGEMENTS - FY 21-22 INTEGRATED BUDGET

SUBMITTED BY:

Wendy Sommer, Executive Director

Timothy Burroughs, Deputy Director

Pat Cabrera, Administrative Services Director

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Meghan Starkey, Senior Management Analyst

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

TABLE OF CONTENTS

I. PROGRAM OVERVIEW

Newly Adopted Aims and Guiding Principles	I-1
Key Program Activities	I-2

II. FINANCIAL INFORMATION

Revenue	II-2
Expenditures	II-4
Non-Project Costs (Overhead)	II-6
Fund Balances & Reserves	II-8

III. FINANCIAL ATTACHMENTS

Projects by Funding Source	III-1
Revenue by Funding Source	III-3
Reserve Transfers	III-3
Fund Balances Available	III-4
Schedule of Reserves	III-6

IV. PROJECT CHARTERS

CORE FUNDING

Building Materials Reuse & Efficiency	IV-1
Building Services & Partnerships	IV-2
Carbon Farm Planning & Implementation	IV-3
Community Engagement	IV-4
Compost & Mulch	IV-5
Fee Enforcement	IV-6
Food Waste Reduction	IV-7
General Agency Communication	IV-9
General Planning	IV-10
Landscape Services & Partnerships	IV-11
Legislation	IV-12
Measurement & Analysis	IV-13
Member Agency Advisory Groups	IV-14
Packaging	IV-15
Project Implementation Resources	IV-16
Property Management	IV-17
Recycling Board Five Year Audit	IV-18
Research & Studies: Discards Programs	IV-19
Resources for Upstream Projects	IV-20

Reusable Bag Ordinance Implementation	IV-21
Reusable Food Ware	IV-22
SB 1383 Implementation Support	IV-23
Waste Prevention Tools & Messaging	IV-24

EXTERNAL FUNDING

ENERGY COUNCIL

Air District Multifamily Electric Vehicle Pilot	IV-25
BayREN (Bay Area Regional Energy Network).	IV-26
Energy Council Incubator	IV-27
Heat Pump Water Heater Grant.	IV-28
High Road Training Partnership.	IV-29

HOUSEHOLD HAZARDOUS WASTE

Household Hazardous Waste Facilities.	IV-30
---	-------

OTHER EXTERNAL

ColWMP Amendments Application.	IV-31
Conservation Easement Maintenance	IV-32
Miscellaneous Grants & Pass Throughs	IV-33
Retiree Health Payment	IV-34
Used Oil Recycling Grant	IV-35

PASS THROUGH FUNDING

Measure D Disbursement	IV-36
Recycled Product Purchase Preference	IV-37

ONE-TIME FUNDING (FUND BALANCE)

PERS Discretionary Payment	IV-38
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APPENDIX A - COIWMP GOALS BY PROJECT

I. PROGRAM OVERVIEW

I. PROGRAM OVERVIEW

Throughout its history, StopWaste has relied on the expertise of our staff, and strong partnerships with local governments, businesses, and communities to achieve our mission. At our core is a holistic approach to waste reduction and resource management, integrating multiple benefits such as water and energy savings, cost savings, and public health, all leading to a more sustainable Alameda County. Our wide ranging services include technical assistance, grants and incentives, community engagement, public outreach campaigns, market development, and ordinance enforcement. We continually explore innovative and experimental approaches, and as we head into the next decade, we emphasize the social and economic well-being of our communities as reflected in the Agency's Aims and Guiding Principles.

NEWLY ADOPTED AIMS AND GUIDING PRINCIPLES

In December 2020, the Waste Management Authority Board adopted a set of long-term Aims and shorter-term Guiding Principles that inform our direction and strategy over many years, and help us make practical decisions today, such as what work to fund in this budget. The guidance helps define how we intend to continue being a positive force in our communities for years to come.

LONG TERM AIMS



CAPACITY

Help member agencies and partners develop the additional capacity needed for large-scale community and environmental benefit



REGENERATION

Focus resources on strategic interventions where we can support the shift towards a regenerative economy



EQUITY

Hold social and racial equity at the center of our work



MINDSET

Cultivate a mindset that emphasizes resource efficiency and mindful consumption



PARTNERSHIPS

Cultivate collaborative, multi-disciplinary partnerships



EVALUATION

Evaluate success based on indicators of economic, social and environmental health

TWO-YEAR GUIDING PRINCIPLES:

- Assist member agencies to strategically and cost-effectively address regional and state-level regulations and policies, such as SB 1383 and AB 32
- Use an equity lens when designing, implementing, and evaluating Agency operations and programs
- Align our program offerings to better serve community members
- Form new and strengthen existing partnerships that expand our multiple benefits approach to include the social and economic health of our communities
- Reorient the Agency's work where needed to respond to and rebuild from the impacts of COVID-19 and climate change
- Continue to emphasize upstream approaches
- Collect, monitor, and report data that tell the story of the Agency's impact and facilitate continuous improvement

To ensure we are continuously improving and getting the most out of our work, we are building evaluation metrics into program design. This budget includes resources to help our staff refine and communicate performance metrics that illustrate the impact of our work.

KEY PROGRAM ACTIVITIES

Our projects are inter-related, designed to work together and have a collective positive impact on sustainable use of natural resources in Alameda County. StopWaste staff, many recognized as experts in their fields, typically work on more than one project in a teams-based approach. We continually strive to be a resource to help those seeking to take individual action, while also addressing the larger systems that lead to waste and have adverse impacts on our communities.

MEMBER AGENCY SUPPORT

Our biggest shift in program work in years is coming from the Short-Lived Climate Pollutant Strategy (SB 1383), a sweeping new State law designed to reduce methane gas emissions through diversion of organic material away from landfills and into compost facilities. SB 1383 calls for diverting 75 percent of organics from landfill and recovering 20 percent of surplus edible food for human consumption by 2025 statewide. Regulations become effective on January 1, 2022. Jurisdictions – including solid waste, procurement, environmental health, parks department, and other staff – are the primary entities responsible for implementation and enforcement of SB 1383 requirements, which affect all organic waste generators in the residential and commercial sectors. Waste haulers, food recovery organizations, and procurement partners also have significant roles to play to advance compliance.



Diverting more organic material from landfill via the requirements of SB 1383 will help reduce short-lived climate pollutants like methane.

SB 1383 requirements are vast, and represent the largest collective waste reduction effort statewide since the passage of the landmark AB 939 in 1989 (which kick started curbside recycling). From the beginning, when CalRecycle developed initial concepts and then throughout the rulemaking process, StopWaste has worked closely with member agencies to advocate for improvements to the regulations to make them more effective and implementable, as well as gathered member agency input on how StopWaste can assist in ways that make compliance easier, more efficient, and cost effective.

StopWaste will play a large role in implementation, focused on supporting our member agencies through our SB 1383 Implementation Support project, but also through our Food Waste Reduction and Compost and Mulch projects. The work represents about 25 percent of our core budget (\$2.7 million out of \$10.8 million), and will focus on these areas:

COUNTYWIDE ORDINANCE

StopWaste will develop and adopt a countywide ordinance that serves as the enforcement mechanism for Alameda County jurisdictions. The SB 1383 ordinance will supersede our existing Mandatory Recycling Ordinance. Member agencies would adopt an “opt-in” ordinance.

EDIBLE FOOD RECOVERY

StopWaste will take the lead on identifying a countywide list of commercial edible food generators (such as grocery stores and restaurants), food recovery organizations and services, and will implement a capacity study to estimate the amount of edible food currently disposed. We will also assess the existing and needed capacity/infrastructure within Alameda County to recover new sources of edible surplus food. StopWaste is also coordinating closely with local agency environmental health staff, who will take the lead on ensuring that edible food generators have agreements in place with food recovery organizations to recover surplus edible food that would otherwise be disposed.

ENFORCEMENT

Jurisdictions must ensure that all households and businesses have organics and recycling collection service. Leveraging the experience and systems that StopWaste developed for enforcement of our Mandatory Recycling Ordinance, we will play the lead role in enforcing the provision of service requirement for commercial and multifamily buildings. Member agencies, in collaboration with their haulers, will enforce this requirement for single-family homes beginning in 2024.

EDUCATION AND OUTREACH

SB 1383 regulations require that jurisdictions provide information to all generators on issues such as collection requirements, proper sorting, and food donation. StopWaste will assist member agencies by developing outreach templates and other print and electronic resources. Member agencies, in collaboration with their haulers, are the leads for disseminating materials through bill inserts, newsletters, and other channels. Environmental Health staff will help disseminate food donation guidance tools to edible food generators during inspections.

ORGANICS PROCESSING CAPACITY PLANNING

Beginning August 1, 2022, counties will be required to provide an estimate of the food, green waste, wood, paper products, digestate, and biosolids disposed, along with an estimate of available organics processing capacity. Counties with insufficient organics processing capacity will be required to submit an implementation schedule to increase capacity. StopWaste will take the lead on determining available capacity and provide the information to the County for reporting.

PROCUREMENT

Starting January 1, 2022, cities and counties will be required to procure a minimum amount of products made from recycled organic waste annually. StopWaste is working with member agencies to develop strategies for meeting procurement requirements, while also providing education, technical assistance, and other resources.

POLICY

Through our staff, lobbyists, and partnerships with like-minded organizations, we maintain a presence in Sacramento to help shape law making and policy that influences our ability to achieve our goals. We are working with partners during the 2021 session to identify some common sense relief for jurisdictions on SB 1383 timelines to accommodate COVID-related setbacks.

Although SB 1383 will be the primary effort falling under Member Agency Support, we continue to provide assistance in other areas such as facilitating recycled product purchasing, distributing Measure D funds, and offering regular opportunities for collaboration through our Technical Advisory Committees.

BUSINESS ASSISTANCE

In addition to helping businesses comply with our Mandatory Recycling Ordinance (which will shift to SB 1383 implementation as described above), we provide education, technical assistance, and financial support to businesses and institutions, and we engage with industry and other stakeholders on sustainable packaging.

Our grant funding, to businesses and local nonprofit organizations alike, helps spur innovative projects that prevent waste through prevention, reuse, repair, deconstruction, redistribution, product or process redesign, and recovery, to keep goods and other materials out of disposal or recycling. And although it looked a bit different this year done remotely, we enjoy the opportunity each year to celebrate and recognize outstanding businesses for significant achievement in waste reduction.



StopWaste grant funding helps partners initiate new forms of waste reduction, like adoption of reusable food ware.

To help attract and retain businesses in Alameda County and the broader East Bay that can contribute to the economic recovery and our sustainability goals, we've entered into a partnership with East Bay Economic Development Alliance for their East Bay Forward, a project that will result in a regional economic assessment and economic resilience vision. And in the upcoming fiscal year we will explore adoption and administration of a countywide Recycling Market Development Zone program, designed to create jobs, stimulate local economic investment, and divert waste from the landfill by supporting businesses in the recycling, reuse, and repair industries.

REUSABLE BAG ORDINANCE

We helped the 14,000 stores and eating establishments affected by our Reusable Bag Ordinance understand what changes were needed throughout the year following executive orders handed down by Governor Newsom and health orders from the County of Alameda. Our staff will continue to provide support for affected stores with up-to-date information, and help new stores come on board with an emphasis on technical assistance versus citations.

REUSABLE FOOD WARE

The COVID-19 pandemic brought many disruptions in the way food is prepared and delivered, and put a temporary hold on reusable food ware initiatives. In the coming fiscal year we aim to get back on track, implementing pilot projects to evaluate reusable food ware solutions and develop local reuse infrastructure in Alameda County. We'll continue providing technical assistance and incentive funding to food service operations for conversion to reusable food ware, supported by outreach materials that provide guidance on food service ware purchasing, and safe use of reusables in food service.

BUILDINGS & LAND

The built environment is where the optimal use of resources can have long-term environmental, public health, and economic payoffs. Our work in this area influences design, construction, and maintenance practices for buildings, landscaping, and other infrastructure. The majority of projects in this area are funded by Energy Council external grants and contracts. Core-funded Agency activities focus on upstream design, purchasing decisions, and building material reuse.



We're testing the carbon sequestration and water holding benefits of applying compost to more than 100 acres on our land outside of Livermore.

BUILDINGS

Our largest programs in this area are delivered through the Bay Area Regional Energy Network (BayREN), which is a partnership between StopWaste, the Association of Bay Area Governments, and eight other county representatives in the Bay Area. Since 2013, BayREN has designed and administered regional energy efficiency programs with energy utility ratepayer funding. The Agency represents the interests of Alameda County jurisdictions within BayREN, and will implement the following activities on its behalf in FY 21-22:

- Continue existing energy efficiency and electrification programs and pursue new opportunities that support building decarbonization.
- Lead and manage the operations of the regional multifamily rebate and financing programs.
- Lead the regional green labeling program, including offering the Home Energy Score in partnership with the Department of Energy. Sponsor real estate sector education.
- Implement a codes and standards pilot project on energy efficiency and electrification.
- Administer the regional Heat Pump Water Heater contractor incentive program.
- Conduct local outreach in Alameda County for the single-family, multifamily, commercial, codes and standards, and water bill savings programs.
- Perform outreach to affordable multifamily properties throughout the Bay Area.

We have a new partnership with the Air District that leverages the BayREN multifamily program infrastructure and funds pilot projects to overcome barriers to installing electric vehicle charging infrastructure in multifamily buildings. An additional training partnership will bring together union labor, employers, workforce development organizations, public agencies, local governments, and community-based organizations to lift up the residential building decarbonization industry in the Bay Area. These collaborations add to partnerships already in place such as with East Bay Community Energy.

LANDSCAPES, COMPOST AND MULCH

Our work helps to create landscapes that are more resilient to climate change, conserve water and resources, and support jurisdictions on meeting State requirements of SB 1383 and the Water Efficient Landscape Ordinance (WELo).

This past year we provided technical assistance to 13 landscape projects and managed six grants, leading to a total of 85 ReScape Rated Landscapes within Alameda County that have used approximately 18,500 tons of local recycled compost and mulch. Our WELo implementation tools and resources are shared widely in Alameda County and throughout the state. We continue to identify opportunities and barriers for more robust urban forestry within member agencies to help meet

climate goals. This past year we supported member agencies in preparing for SB 1383 procurement requirements by developing model language for contractors, educational materials, implementation tools, and building relationships with potential partners.

Through a combination of strategic partnerships and in-house efforts, we're working to increase the availability and quality of local, recycled content compost and mulch in the county, and we train professionals and public agencies on the use of compost and mulch. We continue to cultivate partnerships for development of compost and mulch markets through participation in groups such as the California Organics Recycling Council, and through collaborations with other industry organizations and partners. In addition, we continue to monitor organics processing capacity for the county in compliance with annual reporting requirements of AB 876 and SB 1383.

We're measuring the carbon sequestration benefits and increased water holding capacity of soil after applying a layer of compost on more than 100 acres on our property in the Altamont Hills. This Carbon Farm Plan is being funded by a state grant, and developed by the Alameda County Resource Conservation District. Initial results are positive as we monitor the pilot projects. Starting January 1, 2022, compost application on our property will be applied to member agencies' SB 1383 procurement targets. As this type of research is in its infancy, we are sharing what we are learning with other public landowners on the practices and benefits of carbon farming.

FOOD WASTE REDUCTION

Food represents the largest component of what gets sent to landfills in most communities, including Alameda County. Now in its fifth year, our Stop Food Waste campaign continues to evolve. We're utilizing a collaborative partnership approach with community organizations to develop new multilingual and culturally relevant resources for residents and community groups.

We're developing events with partner chef influencers to create food-saving content. We're piloting grants that support community-based organizations working to support a community food system. Reducing wasted food through the lens of equity helps serve the needs of communities who have had less exposure to our programs.



Reducing wasted food is a group effort, with work being done in the community and in institutional settings like large kitchens.

Our work supports food waste prevention and recovery (donation) in commercial and institutional food service operations through food waste tracking technology, prevention tools and training, and recovery of surplus edible food for donation. In partnership with Center for Environmental Health and ReThink Disposable, our Smart Cafeteria Initiative will develop a case study that highlights the multiple benefits realized by a school district that transitioned from disposable to reusable food ware. We'll also be developing a consumer-facing grocery campaign pilot project in partnership with Pacific Coast Collaborative and other participating PCC jurisdictions.

OUTREACH, EDUCATION AND COMMUNITY ENGAGEMENT

Bringing about the positive changes we seek for the county requires us to be a strong presence in our many diverse communities. Our outreach and communications functions are the conduit to people taking actions that go beyond sustainability and foster vibrant communities.

We continue to work with schools, and in the past year have quickly shifted to providing virtual services, expanding and enhancing our online presence with new content for virtual transfer

station tours and hosting online gatherings for school stakeholders, in addition to providing easy digital access to our vast waste reduction curricula. We maintain a flexible approach that accommodates the changing nature of school protocols while preparing for an eventual re-entry to full time in-person learning.

Meeting people “where they are” can be online for many, even outside of a pandemic. There has been heightened attention on recycling “transparency” and restoring confidence among the public that while recycling needs some fixes, it is not broken. Our website tools continue to expand to meet these needs, such as further building out accurate and timely reuse, repair, and disposal information on the RE:Source search tool.

We are also looking for ways to support the recommendations coming from the Statewide Commission on Recycling Markets and Curbside Recycling, which align with our efforts to make the processing end of recycling more transparent to reduce consumer confusion and restore confidence in our recycling systems.



We remain flexible and able to focus our schools outreach on virtual content or in-person learning to best meet the needs of schools and students.

How to properly dispose of household hazardous waste is consistently the top search on our website, and we've worked closely with county staff (who operate the HHW facilities) to set up a web-based appointment system for COVID-friendly drop off. Other online offerings like Topic Briefs and e-newsletters keep our constituents up to date on the latest waste reduction news and practices.

In the field (real and virtual), we continue to build and deepen relationships with multiple regional/ community networks such as faith based, grant partners, youth leaders, resilience hubs, urban farms, and food growers. These relationships help build connections along the food cycle and support a healthy community food system. In addition, we continue to offer SWEET, the StopWaste Environmental Educator Training. This peer-to-peer effort provides training to community members, supporting extended outreach on food-cycle related issues throughout the county.

PLANNING

Our general planning work includes the administration of our primary guidance documents: the Countywide Integrated Waste Management Plan (CoIWMP) for the Waste Management Authority, and Recycling Plan for the Source Reduction and Recycling Board. In the past two years, we updated both documents to make them more relevant for our current times. This budget implements the goals, objectives, and policies of the CoIWMP through the activities listed in the project charters in Section IV. The links between individual projects and the CoIWMP are found in Appendix A: CoIWMP Goals by Project. Along with the newly adopted Aims and Guiding Principles, we have outlined how to continue making a positive impact in our communities for years to come.

Work in our planning area also includes assisting member agencies with climate action plan updates to incorporate emissions reduction strategies related to materials, embodied carbon, and adaptation measures using organic materials. We've partnered with the West Coast Climate and Materials Management Forum, UC Berkeley Cool Climate Network, Urban Sustainability Directors Network, and others to advance consumption-based emissions inventory practices.

NEW PROJECTS

GRANT FUNDED

- Air District Multifamily Electric Vehicle Pilot: Leverages BayREN multifamily program infrastructure to facilitate electric vehicle charging in multifamily buildings.
- High Road Training Partnership: Creates a collaborative structure to ensure that the building sector and workforce are prepared to meet the demand for building electrification.

CORE (PRIMARY BUDGET) FUNDED

- Research & Studies - Discards Program: Identifies leverage points within the materials management system and interventions to create systemwide change.
- Waste Prevention Tools & Messaging: Separates the “how-to” information support, such as the RE:Source online search tool, from General Agency Communication and adds efforts to support increased recycling transparency.
- Project Implementation Resources: Provides resources and develops tools to support internal project teams in aligning their work with the Agency’s Aims and Guiding Principles, such as training on applying an equity lens to program design.

DISCONTINUED PROJECTS

GRANT AND EXTERNALLY FUNDED

- Embodied Carbon BAAQMD Grant: grant period ended.
- Multifamily Challenge Grant: grant period ended.
- Compost Contamination BAAQMD Grant: grant period ended.
- Certified Blue Recycling ColWMP Amendment: amendment process completed.

MERGED/RENAMED PROJECTS

- The Schools and Community Based Outreach projects merged to become “Community Engagement” for improved collaboration.
- Mandatory Recycling Ordinance and Business Assistance Supporting Activities are being discontinued with resources shifting to SB 1383 Implementation Support.
- The C&D Recycling project has been renamed to Building Materials Reuse & Efficiency with an increased emphasis on waste prevention.
- The Technical Advisory Committee is being renamed to “Member Agency Advisory Groups,” and now includes the Technical Advisory Group (energy focus) and other member agency-related staff work.
- Miscellaneous Grants Closeouts has been moved to Overhead since it is an accounting task.

II. FINANCIAL INFORMATION

II. FINANCIAL INFORMATION

Agency expenditures for all projects in FY 21-22 total \$32,690,127. This includes:

1. **Core funded projects:** Spending over which the Boards have significant discretion. Projects are funded by fees (page II-4).
2. **Externally funded projects:** Funded by grants and contracts.
 - a. **Energy Council:** Contracts entered into by the Energy Council to deliver energy related programs, the most significant of which is BayREN (Bay Area Regional Energy Network).
 - b. **Household Hazardous Waste (HHW) Program:** Implemented through Memoranda of Understanding with the County of Alameda and the City of Fremont.
 - c. **Other externally funded projects:** Includes grants received, external payments such as conservation easement, Countywide Integrated Waste Management Plan amendment applications, a placeholder appropriation for miscellaneous grants and pass throughs, and the funds for the retiree health payment.
3. **Pass through projects:** Includes mandated Measure D disbursements to member agencies and the Recycling Board Recycled Product Purchase Preference Program (RPPP).
4. **One-time projects funded by available fund balances.**
5. **Projects funded from reserves.**

In keeping with the financial targets set by the Boards to match core expenditures with core revenues, the core budget for FY 21-22 is approximately \$10.8 million, which is \$100,000 lower than the FY 20-21 core budget, and approximately \$68,000 lower than estimated total core revenues for FY 21-22.

TABLE 1: AGENCY BUDGET BY CATEGORY

Category	Cost
Core Funding	\$10,802,314
External Funding - Energy Council	\$6,748,766
External Funding - Household Hazardous Waste Program	\$7,093,353
External Funding - Other	\$1,158,470
Pass Through Funding	\$5,448,224
One-Time Funding (Fund Balance)	\$1,195,000
Reserve Funding	\$244,000
Total	\$32,690,127

With the exception of the countywide Household Hazardous Waste (HHW) program, we call the fee-funded projects over which the boards have significant discretion the “core,” and report both core spending and core revenues as a subset of this budget. Table 3 provides a list of projects included in the core (page II-7). The core excludes projects over which we do not have significant spending discretion: Measure D Disbursements, the Recycling Board Recycled Product Purchase Preference Program (RPPP), about \$7.9 million of grant or other external funding that we expect to receive, and the HHW program.

REVENUE

REVENUE ESTIMATES

Estimated revenue from all sources totals \$30,780,168. Revenues by source are shown in Figure 1. Available core revenue, excluding the \$50,000 transferred to the Energy Council, is estimated to total \$10,818,537, approximately \$16,000 higher than core expenditures. Of this amount, disposal or tonnage based revenue comprises approximately 92 percent of the Agency’s core revenue. At this point, there is still uncertainty as to the ongoing economic impacts on tonnage resulting from the prolonged effects of COVID-19. We have experienced modest declines in tonnage to date associated with the recent economic downturn. We have factored in these declines in our revenue estimates, incorporating additional diversion resulting from the Organics Materials Composting Facility at Davis St. As always, we will continue to monitor disposal trends carefully and will apprise the Board accordingly. We also maintain a fiscal reserve totaling \$2.1 million that we can draw on if needed.

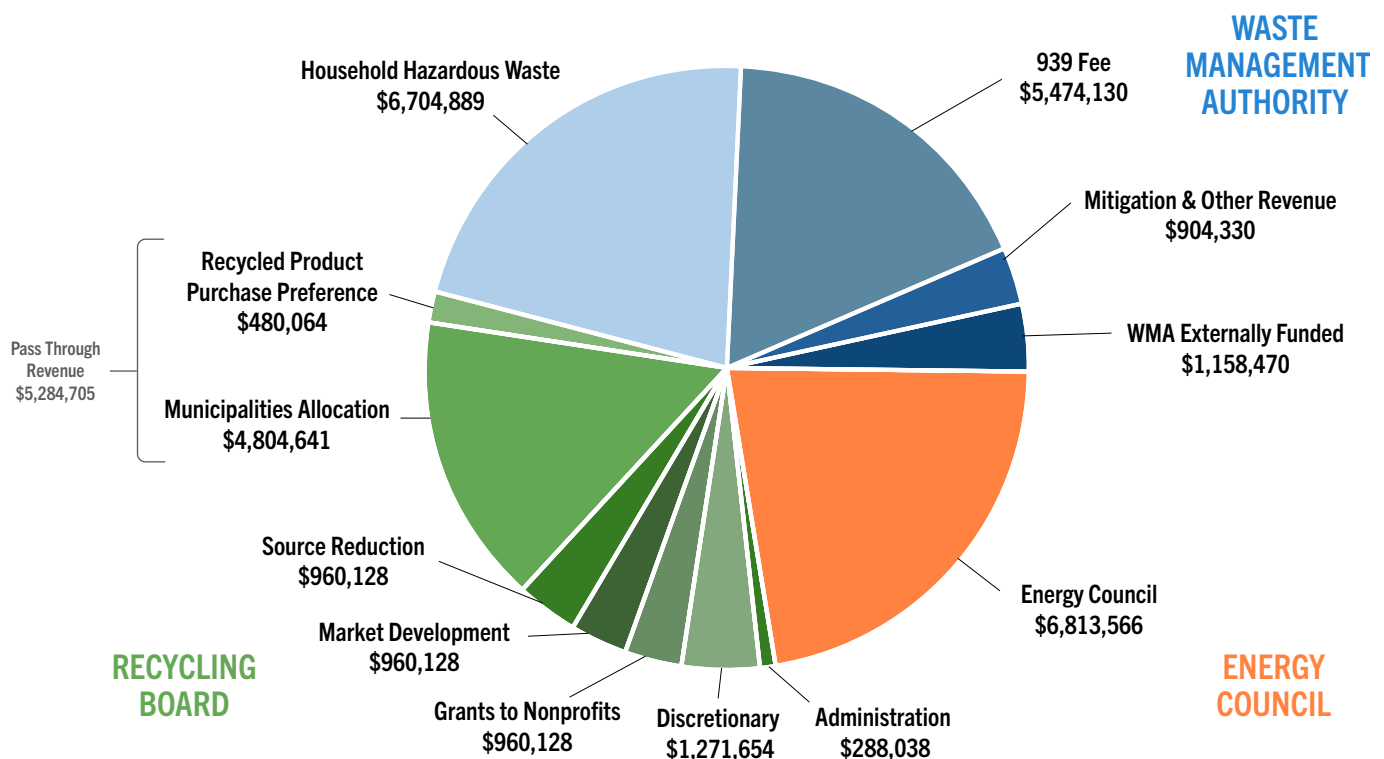
Core revenue is primarily comprised of tonnage based fees (AB 939, Measure D, and Mitigation fees, associated interest from these revenues, and property based revenues). Core revenues are estimated to total approximately \$10.87 million. Of that amount \$50,000 is transferred to the Energy Council to offset administrative costs (including applying for new grants and contracts), not covered by the grants themselves¹. The available core revenue of \$10.82 million is expected to closely match core expenditures this fiscal year. Based on revenue projections that we will update at least annually, we do not anticipate the need for a fee increase in the near future. Through very prudent spending these past years, we have accumulated a healthy fund balance in addition to our reserves, which will provide a solid funding contingency as we work toward achieving our goals.

1 The tables and figures that follow classify this \$50,000 as Energy Council revenue, therefore showing available core revenue and not the total core revenue of \$10.87 million.

The Agency continues to supplement core revenues and diversify funding sources by securing external funding, which is estimated to total \$8.0 million in FY 21-22. Of this amount, approximately \$6.8 million is Energy Council funding, which includes interest earnings and the transfer from core funding as previously mentioned. The remaining \$1.2 million of grants, reimbursements, or pass through funds to the Authority include approximately \$84,000 for the Used Oil Recycling campaign, \$10,000 for CoIWMP applications, approximately \$309,000 from the post-retirement health benefits trust, approximately \$58,000 for conservation easement maintenance, and \$700,000 for miscellaneous grants or pass-throughs to member agencies.

The miscellaneous grants and pass-throughs project is a “placeholder” appropriation, which both implements the grants policy allowing the Executive Director to accept grant awards and authorizes corresponding expenditures of up to \$50,000 per grant, and disburses any excess Measure D revenues to the member agencies and the Recycled Product Purchase Preference project. This appropriation is an upper-end estimate of what these smaller grants might total in the upcoming fiscal year. In addition, if revenues come in higher than budgeted for, then there will be additional funds to transfer to the member agencies through Measure D Disbursement. This appropriation authorizes us to transfer this potential surplus. These sources of revenue are tied to specific spending.

FIGURE 1. REVENUE BY FUNDING SOURCE



FEES

StopWaste levies various fees that help fund compliance with state and local waste reduction mandates. These fees (with the exception of the HHW fees) fund approximately 92 percent of the core budget for FY 21-22 and are as follows:

- **AB 939 Fee** - \$4.34 per ton disposed. Levied pursuant to AB 939 on all Alameda County solid waste landfilled within California and all waste landfilled in Alameda County. Funds countywide recycling, waste prevention, and planning efforts.
- **HHW Fee** - \$2.15 per ton disposed. Levied pursuant to AB 939 on wastes disposed in Alameda County and all wastes generated in Alameda County transferred through an in-county solid waste facility for out-of-county disposal. Additionally, in 2014 the Authority Board adopted a separate HHW annual fee that was amended in 2019 and sets the annual fee at \$6.64 per residential property unit through June 30, 2024, paid via property taxes to fund program continuation.
- **Measure D Landfill Surcharge** - \$8.23 per ton is collected on solid waste disposed at the Vasco Road and Altamont Landfills. About 55 percent is allocated to participating Alameda County municipalities for waste reduction efforts and about 45 percent for specified countywide waste reduction programs, including grants to nonprofit organizations, administered by StopWaste.
- **Import Mitigation Fee** - \$4.53 per ton is collected on all solid waste landfilled in Alameda County that originates out of county.

EXPENDITURES

Total expenditures for all projects in FY 21-22 are \$32,690,127 (WMA portion \$13,922,656, RB portion \$12,018,705, EC portion \$6,748,766). Core expenditures total \$10,802,314.

A listing of projects by funding source is also shown in the Financial Attachments section of the budget (pages III-1 – III-5). In addition, projects funded by the core budget are shown in Table 3 (page II-7).

A breakdown of hard costs and staff (labor and overhead) is shown in the individual project charters (pages IV-1 – IV-38).

WORKFORCE AND PENSION RELATED

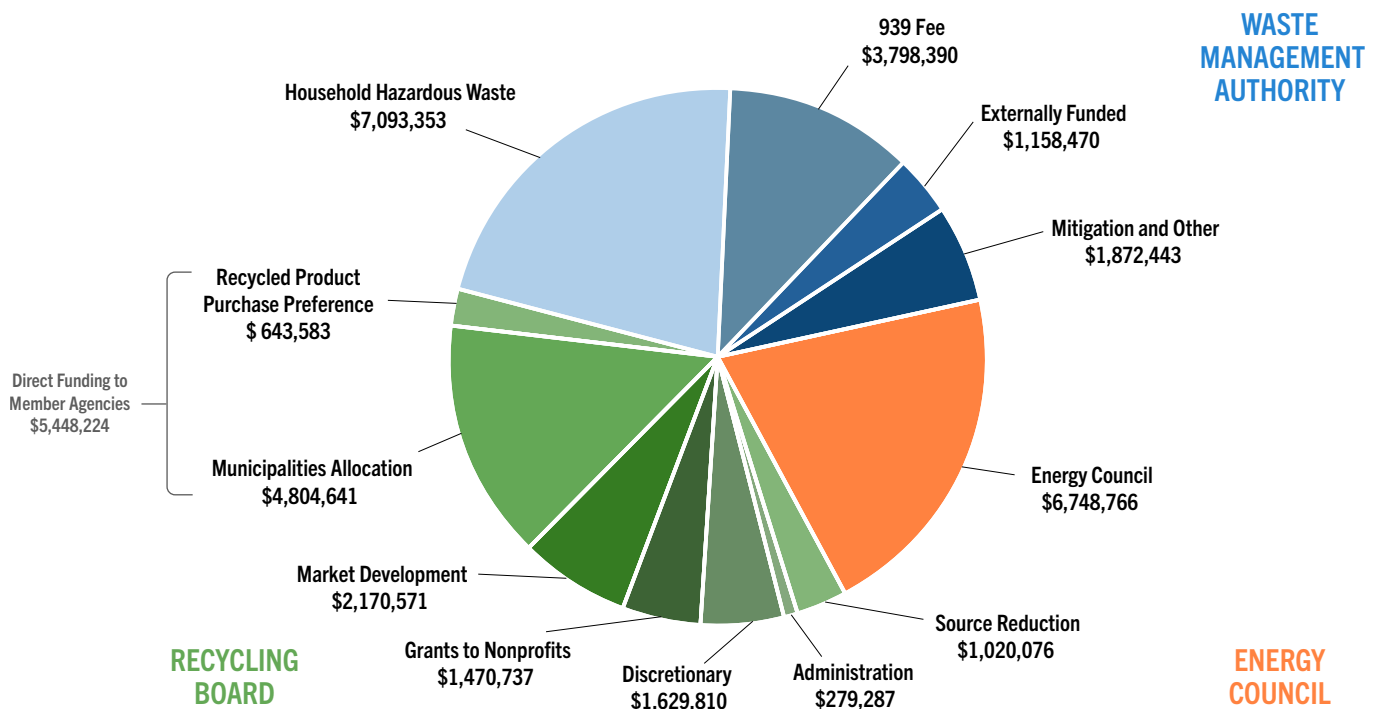
Consistent with the salary adjustment plan adopted by the Board in 2018, salary ranges have been adjusted by the most current Consumer Price Index (CPI) of 1.6 percent. The cost of this increase, including applicable taxes and benefits, totals approximately \$88,000.

Staff salaries and benefits total approximately \$8.2 million (\$6.0 million salary and \$2.2 million taxes and benefits) and represent about 25 percent of the Agency's total budget and about 75 percent of the core budget. Approximately 15 percent of staff salaries are paid from revenue outside the core.

In addition, the budget includes an increase in board member compensation from \$150 per meeting to \$230 based mainly on CPI. This increase totals approximately \$39,000 annually. Implementation of this increase also requires adoption of Ordinance 2021-1, scheduled on June 23, 2021.

Furthermore, this budget includes an additional discretionary payment to CalPERS of \$1.0 million, paid from fund balance. This payment is in alignment with the Board adopted policy (as of March 25, 2020) to attain a funded pension status goal of at least 95 percent. Based on the worksheet provided by CalPERS, this payment will result in a 95 percent funded status in FY 21-22.

FIGURE 2: EXPENDITURES BY FUNDING SOURCE



NON-PROJECT COSTS (OVERHEAD)

We allocate overhead across all projects in proportion to labor costs. This year's calculation of non-project costs is summarized in the following table. These costs are spread onto the labor costs (salary and benefits) as shown in the project charters. Each charter separates hard costs from labor plus overhead.

TABLE 2: NON-PROJECT COSTS

Non-Project Category	Cost
General Overhead (includes IT, HR, Accounting and Finance, contract administration, general legal assistance, insurance, facility management)	\$3,433,557
Recycling Board Administration	\$112,453
Waste Management Authority Administration	\$201,901
Leave (vacation, sick leave, holiday, etc.)	\$1,236,783
Other non-project hours (non-project staff meetings, time spent on general activities such as preparing evaluations, reviewing contracts, etc.)	\$135,861
Total	\$5,120,555

TABLE 3: CORE BUDGET

Project Name	Hard Costs	Labor & Overhead	Total
Building Materials Reuse & Efficiency	\$40,000	\$97,181	\$137,181
Building Services & Partnerships	\$6,500	\$102,678	\$109,178
Carbon Farm Planning & Implementation	\$40,000	\$61,448	\$101,448
Community Engagement	\$249,750	\$1,747,386	\$1,997,136
Compost & Mulch	\$77,000	\$124,229	\$201,229
Fee Enforcement	\$34,100	\$213,360	\$247,460
Food Waste Reduction	\$510,500	\$978,987	\$1,489,487
General Agency Communication	\$100,500	\$837,430	\$937,930
General Planning	\$72,000	\$151,150	\$223,150
Landscape Services & Partnerships	\$51,400	\$230,200	\$281,600
Legislation	\$93,900	\$159,526	\$253,426
Measurement & Analysis	\$25,500	\$171,123	\$196,623
Member Agency Advisory Groups	\$48,000	\$266,738	\$314,738
Packaging	\$5,000	\$30,146	\$35,146
Project Implementation Resources	\$20,000	\$150,317	\$170,317
Property Management	\$30,000	\$126,684	\$156,684
Recycling Board Five Year Audit		\$77,301	\$77,301
Research & Studies: Discards Programs	\$18,000	\$137,414	\$155,414
Resources for Upstream Projects	\$291,000	\$287,322	\$578,322
Reusable Bag Ordinance Implementation	\$7,500	\$107,961	\$115,461
Reusable Food Ware	\$167,000	\$281,049	\$448,049
SB 1383 Implementation Support	\$306,500	\$1,658,844	\$1,965,344
Waste Prevention Tools & Messaging	\$50,000	\$559,690	\$609,690
Grand Total	\$2,244,150	\$8,558,164	\$10,802,314

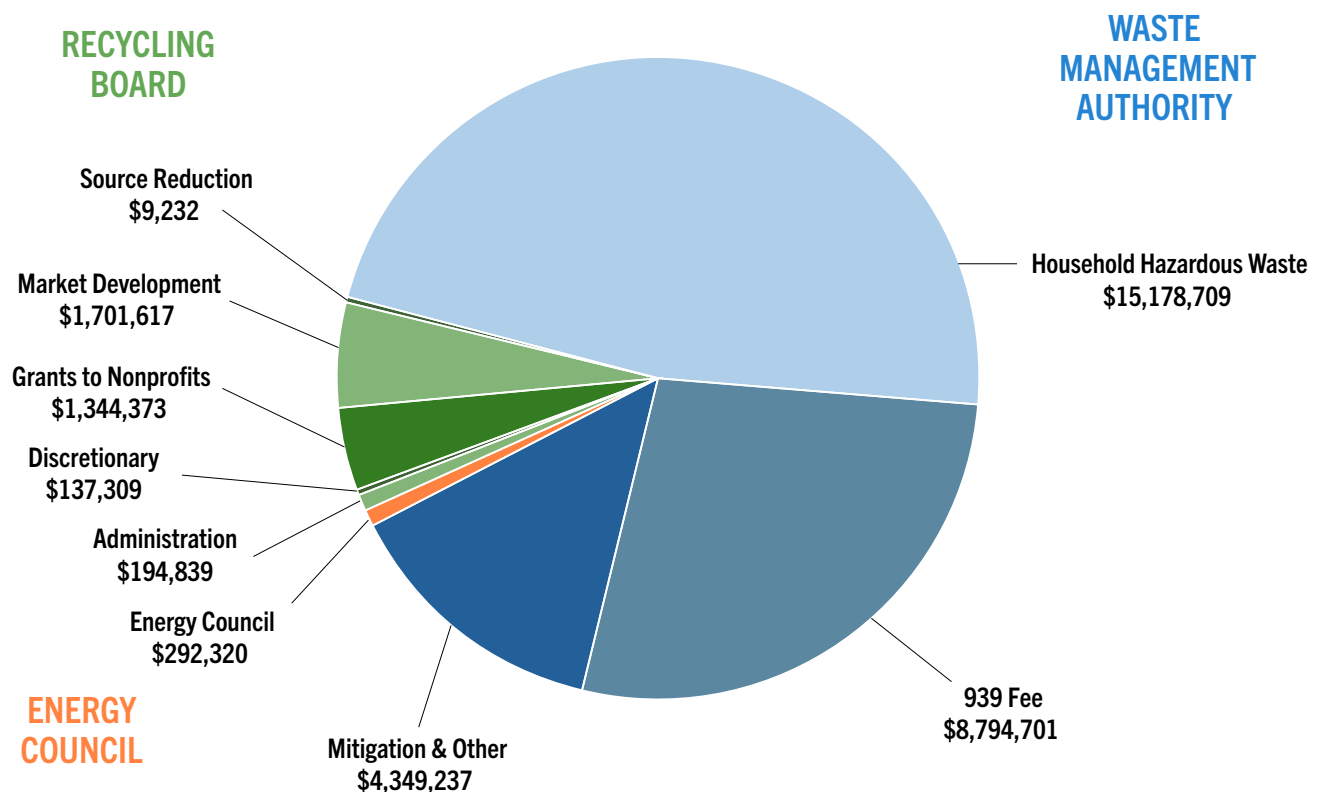
FUND BALANCES & RESERVES

The Agency's available resources consist of both fund balances and reserves. Core fund balances are generally discretionary and can be used to help balance the budget or for one-time expenditures. Reserves are funds that are set aside for specific purposes, although they can also be used to fund projects if those projects have a nexus to that particular reserve. At the end of FY 21-22, we estimate that core fund balances and reserves will total approximately \$25.6 million, which is equivalent to approximately 2.4 times our core budget.

FUND BALANCES

The Agency's total fund balances (both core and externally funded) are projected to total \$32,002,336. Of this amount, the WMA fund balance is projected to total \$28,322,646 (of which \$15,178,709 are HHW fund balances), the Recycling Board fund balance is projected to total \$3,387,369 and the Energy Council fund balance is projected to total \$292,320. Core fund balances are estimated to total \$16.5 million, which will allow the Agency to fund core operations for the next several years as we continue to address both our programmatic and long-term fiscal goals.

FIGURE 3: FUND BALANCES AS OF JUNE 30, 2022



We use the term “fund balance available” to refer to the funding available for Agency operations. Our term differs from the technical accounting term in that we do not include encumbrances (which we view as spent) or the unfunded liability figure (which is considered a long-term liability, since we make, at a minimum, the required annual payment and that payment is included in the budget). Fund balances are comprised of the difference between revenue and expenditures; i.e., revenues which exceed expenditures add to the fund balance and vice versa. Closed contracts (funds that have been encumbered but not needed and “released”) also add to the fund balance.

RESERVES

Agency reserves will total approximately \$9.1 million at the end of FY 21-22. Agency reserves, including the fiscal reserve, are designated for a specific purpose and are as follows:

TABLE 4: PROPOSED RESERVES FY 21-22

Reserves	Balance
Organics Processing Development Reserve	\$5,460,709
Pension Liability Reserve	\$1,210,482
Fiscal Reserve	\$2,100,000
Five Year Audit/Other Studies Reserve	\$85,000
Building Maintenance Reserve	\$200,000
Total	\$9,056,191

ORGANICS PROCESSING DEVELOPMENT RESERVE

The Organics Processing Development (OPD) Reserve, established in 1998 for the development or advancement of in-county organics processing capacity or facilities, will have a balance of \$5.5 million at the end of FY 21-22. Multiple organics facilities have been developed with no need of Agency financing. Given that, the Agency will continue to allocate some portion of the OPD funds when needed toward projects that promote increased participation in existing residential and commercial organics waste reduction programs. The FY 21-22 budget includes a transfer of \$129,000 to cover one-time costs associated with SB 1383 implementation.

Focusing more on organics diversion is consistent with goals in the Countywide Integrated Waste Management Plan and the Recycling Plan, adopted in 2020 by the Waste Management Authority and Recycling Boards, respectively.

PENSION LIABILITY RESERVE

The Pension Liability Reserve was established in 2015 to partially offset the Agency's unfunded pension liability. This reserve is currently over \$1.2 million. While the budgeted additional payment to CalPERS is coming from fund balance, this reserve can be used to make future payments, if needed.

FISCAL RESERVE

The Fiscal Reserve was established to offset any declines in revenue that could occur during the year. This reserve is currently \$2.1 million.

FIVE-YEAR AUDIT/OTHER STUDIES RESERVE

This reserve was established to pay for the periodic Recycling Board Five Year Audit and other studies that may be required on an infrequent basis. Funding for this reserve comes from available fund balance. This year a transfer of \$115,000 from this reserve is being used to fund the audit in FY 21-22. A transfer of \$50,000 from fund balance to this reserve will be made in FY 21-22 for an ending balance of \$85,000.

BUILDING MAINTENANCE RESERVE

This reserve was established to pay for any capital costs related to the Agency's building. The Agency allocates costs for building operation and maintenance in the annual budget. However, given that the building is now more than 14 years old, it is fiscally prudent to maintain a reserve for larger capital repairs. Funding for this reserve comes from available fund balance. A transfer of \$50,000 from fund balance to this reserve will be made in FY 21-22 for a total of \$200,000.

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

CONTEXT FOR REVISED FISCAL FORECAST METHODOLOGY

Beginning in 2016, staff revised its methodology for performing fiscal forecasts to achieve more accurate results. Previous forecasts were based on the Agency reaching a “less than ten percent good stuff in garbage” goal by FY 19-20 by reducing 400,000 tons of waste, without taking into account economic and population growth. This resulted in projected core expenditures outpacing projected core revenues by several million dollars over a five-year time period, exhausting fund balances by FY 19-20. The previous forecasts also assumed an annual increase in expenditures.

Since 2016, our new model has used actual tonnage data, which provides a more accurate forecast, and therefore alleviated previous concerns regarding the Agency’s financial condition, specifically that it was reaching a “fiscal cliff.” The new forecast is conducted on a rolling basis, based on the average of the previous 12 months of solid waste disposal data. This approach is effective and more accurate because it reflects seasonal variations as well as ongoing economic fluctuations and population changes.

Although the Agency is in a strong financial position, we continue to budget prudently by matching ongoing expenditures with revenues and by maintaining reserves, and strategically using fund balances for one-time expenses. Further, consistent with Board direction, payments toward the Agency’s unfunded liabilities (pension and other post-retirement benefits) have significantly reduced our ongoing annual expenditures, which helps keep core expenditures stable.

Our updated Countywide Integrated Waste Management Plan establishes a goal of achieving landfill obsolescence by 2050. We are dedicated to advancing policies and programs to help achieve this goal, and understand that in doing so must continue efforts to diversify funding sources and maintain appropriate reserves so that gains are not lost and the benefits of our projects and services are sustained.

III. FINANCIAL ATTACHMENTS

PROJECTS BY FUNDING SOURCE - CORE FUNDED - FY 21-22

Core Funding	939 FACILITY FEE	MITIGATION	External - WMA	HHW	ENERGY COUNCIL	RB MUNICIPALITY	RB ADMINISTRATION	RB DISCRETIONARY	RB GRANTS TO NON PROFITS	RB SOURCE REDUCTION	RB MARKET DEVELOPMENT	RB RECYCLED PRODUCT PREFERENCE	TOTAL
Building Materials Reuse & Efficiency	-	96,027	-	-	-	-	-	-	-	6,859	34,295	-	137,181
Building Services & Partnerships (GNP Funded Portion)	54,589	54,589	-	-	-	-	-	-	-	-	-	-	109,178
Carbon Farm Planning & Implementation	-	40,724	-	-	-	-	-	-	-	-	60,724	-	101,448
Community Engagement	1,525,904	-	-	-	-	-	381,476	89,756	-	-	-	-	1,997,136
Compost & Mulch	20,123	-	-	-	-	-	-	-	-	-	181,106	-	201,229
Fee Enforcement	-	247,460	-	-	-	-	-	-	-	-	-	-	247,460
Food Waste Reduction	111,864	335,592	-	-	-	-	-	111,864	370,847	559,320	-	-	1,489,487
General Agency Communication	278,679	278,679	-	-	-	-	27,868	167,207	9,000	176,497	-	-	937,930
General Planning	66,945	44,630	-	-	-	-	55,788	33,472	-	-	22,315	-	223,150
Waste Prevention Tools & Messaging	243,876	-	-	-	-	-	60,969	304,845	-	-	-	-	609,690
Landscape Services & Partnerships	26,160	-	-	-	-	-	-	-	20,000	52,320	183,120	-	281,600
Legislation	215,926	-	-	-	-	-	-	-	37,500	-	-	-	253,426
Measurement & Analysis	19,662	-	-	-	-	-	19,662	-	157,299	-	-	-	196,623
Member Agency Advisory Groups	314,738	-	-	-	-	-	-	-	-	-	-	-	314,738
Packaging	3,515	14,058	-	-	-	-	-	-	-	17,573	-	-	35,146
Project Implementation Resources	170,317	-	-	-	-	-	-	-	-	-	-	-	170,317
Property Management	-	156,684	-	-	-	-	-	-	-	-	-	-	156,684
Recycling Board Five Year Audit	-	-	-	-	-	-	-	77,301	-	-	-	-	77,301
Research & Studies: Discards Programs	15,541	-	-	-	-	-	-	139,873	-	-	-	-	155,414
Resources for Upstream Projects	7,000	-	-	-	-	-	-	219,161	-	-	352,161	-	578,322
Reusable Bag Ordinance Implementation	11,546	-	-	-	-	-	-	-	-	23,092	80,823	-	115,461
Reusable Food Ware	22,402	-	-	-	-	-	-	89,610	-	134,415	201,622	-	448,049
SB 1383 Implementation Support	589,603	-	-	-	-	-	-	491,336	-	-	884,405	-	1,965,344
Core Funding Total	\$ 3,698,390	\$ 1,268,443	-	-	-	\$ 164,287	\$ 1,579,810	\$ 1,120,737	\$ 970,076	\$ 2,000,571	-	\$ 10,802,314	

PROJECTS BY FUNDING SOURCE - NON-CORE FUNDED - FY 21-22

External Funding	999 FACILITY FEE	MITIGATION	External - WMA	HHW	ENERGY COUNCIL	RB MUNICIPALITY	RB ADMINISTRATION	RB DISCRETIONARY	RB GRANTS TO NON PROFITS	RB SOURCE REDUCTION	RB MARKET DEVELOPMENT	RB RECYCLED PRODUCT PREFERENCE	TOTAL
Energy Council													
Air District Multifamily Electric Vehicle Pilot	-	-	-	-	63,794	-	-	-	-	-	-	-	63,794
BayREN (Bay Area Regional Energy Network)	-	-	-	-	6,526,768	-	-	-	-	-	-	-	6,526,768
Energy Council Incubator	-	-	-	-	129,306	-	-	-	-	-	-	-	129,306
Heat Pump Water Heater Grant	-	-	-	-	11,918	-	-	-	-	-	-	-	11,918
High Road Training Partnership	-	-	-	-	16,980	-	-	-	-	-	-	-	16,980
Energy Council Total	-	-	-	-	6,748,766	-	-	-	-	-	-	-	6,748,766
Household Hazardous Waste													
Household Hazardous Waste Facilities	-	-	-	7,093,353	-	-	-	-	-	-	-	-	7,093,353
Household Hazardous Waste Total	-	-	-	7,093,353	-	-	-	-	-	-	-	-	7,093,353
Other External													
ColWMP Amendments Application	-	-	10,000	-	-	-	-	-	-	-	-	-	10,000
Conservation Easement Maintenance	-	-	56,315	-	-	-	-	-	-	-	-	-	56,315
Miscellaneous Grants & Pass Throughs	-	-	700,000	-	-	-	-	-	-	-	-	-	700,000
Retiree Health Payment	-	-	308,577	-	-	-	-	-	-	-	-	-	308,577
Used Oil Recycling Grant	-	-	83,578	-	-	-	-	-	-	-	-	-	83,578
Other External Total	-	-	1,158,470	-	-	-	-	-	-	-	-	-	1,158,470
External Funding Total	-	-	\$ 1,158,470	\$ 7,093,353	\$ 6,748,766	-	-	-	-	-	-	-	\$ 15,000,589
One Time (Fund Balance)													
Compost & Mulch (One Time Expenses)	-	5,000	-	-	-	-	-	-	-	20,000	-	-	25,000
PERS Discretionary Payment	100,000	300,000	-	-	-	50,000	50,000	300,000	50,000	150,000	-	-	1,000,000
Property Management (One Time Upgrades)	-	170,000	-	-	-	-	-	-	-	-	-	-	170,000
One Time (Fund Balance) Total	\$ 100,000	\$ 475,000	-	-	-	\$ 50,000	\$ 50,000	\$ 300,000	\$ 50,000	\$ 170,000	-	-	\$ 1,195,000
Pass Through													
Measure D Disbursement	-	-	-	-	-	4,804,641	-	-	-	-	-	-	4,804,641
Recycled Product Purchase Preference	-	-	-	-	-	-	-	-	-	-	643,583	643,583	
Pass Through Total	-	-	-	-	-	\$ 4,804,641	-	-	-	-	\$ 643,583	\$ 5,448,224	
Reserve													
Recycling Board Five Year Audit (Reserve Funded)	-	-	-	-	-	-	-	-	-	-	-	-	115,000
SB 1383 Implementation Support (One Time Expense)	-	129,000	-	-	-	-	-	-	-	-	-	-	129,000
Reserve Total	-	\$ 129,000	-	-	-	\$ 65,000	-	\$ 50,000	-	-	-	-	\$ 244,000
Total Expenditure	\$ 3,798,390	\$ 1,872,443	\$ 1,158,470	\$ 7,093,353	\$ 6,748,766	\$ 4,804,641	\$ 279,287	\$ 1,629,810	\$ 1,470,737	\$ 1,020,076	\$ 2,170,571	\$ 643,583	\$ 32,690,127

REVENUE BY FUNDING SOURCE - FY 21-22

	399 FACILITY FEE	MITIGATION	External - WMA	HHW	ENERGY COUNCIL	RB MUNICIPALITY	RB ADMINISTRATION	RB DISCRETIONARY	RB GRANTS TO NON PROFITS	RB SOURCE REDUCTION	RB MARKET DEVELOPMENT	RB RECYCLED PRODUCT PREFERENCE	TOTAL
Property and Other Revenues	-	548,000	-	-	50,000	-	-	-	-	-	-	-	598,000
HHW Fees	-	-	-	6,504,889	-	-	-	-	-	-	-	-	6,504,889
Externally Funded Revenues	-	-	1,158,470	-	6,748,766	-	-	-	-	-	-	-	7,907,236
Interest	61,000	80,000	-	200,000	14,800	4,000	-	119,500	-	-	-	-	479,300
RB Municipalities (Measure D Disbursement)	-	-	-	-	-	4,800,641	-	-	-	-	-	-	4,800,641
Recycled Product Purchase Preference	-	-	-	-	-	-	-	-	-	-	480,064	-	480,064
Tonnage Revenue	5,413,130	276,330	-	-	-	-	288,038	1,152,154	960,128	960,128	960,128	-	10,010,037
Total Revenue	\$ 5,474,130	\$ 904,330	\$ 1,158,470	\$ 6,704,889	\$ 6,813,566	\$ 4,804,641	\$ 288,038	\$ 1,271,654	\$ 960,128	\$ 960,128	\$ 960,128	\$ 480,064	\$ 30,780,168
Total Core Revenue	5,474,130	904,330	-	-	-	-	288,038	1,271,654	960,128	960,128	960,128	-	10,818,537
Revenue Minus Expenditures	1,675,740	(968,113)	-	(388,464)	64,800	-	8,751	(358,156)	(510,609)	(59,948)	(1,210,443)	(163,519)	(1,909,959)

RESERVE TRANSFERS - FY 21-22

	399 FACILITY FEE	MITIGATION	External - WMA	HHW	ENERGY COUNCIL	RB MUNICIPALITY	RB ADMINISTRATION	RB DISCRETIONARY	RB GRANTS TO NON PROFITS	RB SOURCE REDUCTION	RB MARKET DEVELOPMENT	RB RECYCLED PRODUCT PREFERENCE	TOTAL
5 YEAR AUDIT STUDY													
Transfers Into Reserves	-	-	-	-	-	-	-	-	(50,000)	-	-	-	(50,000)
Transfers out of Reserves to Fund Expenditures	-	-	-	-	-	-	65,000	-	50,000	-	-	-	115,000
BUILDING MAINTENANCE RESERVE													
Transfers Into Reserves	-	(20,000)	-	-	-	-	-	(30,000)	-	-	-	-	(50,000)
Transfers out of Reserves to Fund Expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
ORGANICS PROCESSING DEVELOPMENT													
Transfers Into Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers out of Reserves to Fund Expenditures	-	129,000	-	-	-	-	-	-	-	-	-	-	129,000
Total Net Reserve Transfers	-	\$ 109,000	-	-	-	-	\$ 65,000	\$ (30,000)	-	-	-	-	\$ 144,000

FUND BALANCE AVAILABLE - SUMMARY - FY 21-22

Opening Fund Balance Available: Projection	399 FACILITY FEE	MITIGATION	External - WMA	HHW	ENERGY COUNCIL	RB MUNICIPALITY	RB ADMINISTRATION	RB DISCRETIONARY	RB GRANTS TO NON PROFITS	RB SOURCE REDUCTION	RB MARKET DEVELOPMENT	RB RECYCLED PRODUCT PREFERENCE	TOTAL
Audited Beginning Fund Balance 7/1/2020	5,089,771	5,463,212	(19,854)	15,836,378	187,520	(3,897)	1,581,597	906,966	2,283,531	359,865	3,106,980	(12,270)	34,779,799
FY 20/21 Net Revenue Less Exp & Reserve Transfer	1,684,680	(159,732)	-	(269,205)	40,000	-	(1,488,104)	(523,263)	(432,121)	(289,239)	(236,549)	-	(1,673,533)
FY 20/21 Hard Cost and Salary Savings (COVID 19)	333,479	-	-	-	-	-	86,909	162,008	20,444	15,425	58,500	-	676,764
FY 20/21 Revenue Adjustment (COVID 19)	11,030	(95,130)	-	-	-	-	(5,061)	(20,246)	(16,872)	(16,872)	-	-	(160,022)
FY 20/21 Journal Reclassification	-	-	19,854	-	-	3,897	(54,253)	-	-	-	175,789	-	145,287
Total Operating Fund Balance 7/1/2021	\$ 7,118,960	\$ 5,208,350	-	\$15,567,173	\$ 227,520	-	\$ 121,087	\$ 525,465	\$ 1,854,982	\$ 69,180	\$ 2,912,060	\$ 163,519	\$ 33,768,295
Total Core	\$ 7,118,960	\$ 5,208,350	-	-	-	-	\$ 121,087	\$ 525,465	\$ 1,854,982	\$ 69,180	\$ 2,912,060	-	\$ 17,810,084

Ending Fund Balance Available

Ending Fund Balance	\$ 8,794,701	\$ 4,349,237	-	\$15,178,709	\$ 292,320	\$ -	\$ 194,839	\$ 137,309	\$ 1,344,373	\$ 9,232	\$ 1,701,617	\$ -	\$ 32,002,336
Core Fund Balance	8,794,701	4,349,237	-	15,178,709	292,320	-	194,839	137,309	1,344,373	9,232	1,701,617	-	16,531,307
Other Fund Balance	-	-	-	-	-	-	-	-	-	-	-	-	15,471,029
WMA Fund Balance	8,794,701	4,349,237	-	15,178,709	-	-	-	-	-	-	-	-	28,322,646
Recycling Board Fund Balance	-	-	-	-	-	-	194,839	137,309	1,344,373	9,232	1,701,617	-	3,387,369
Energy Council Fund Balance	-	-	-	-	292,320	-	-	-	-	-	-	-	292,320

FUND BALANCE AVAILABLE - WASTE MANAGEMENT AUTHORITY - FY 21-22

	BEGINNING FUND BALANCE	BUDGETED REVENUES	BUDGETED EXPENDITURES	NET RESERVES TRANSFERS	ESTIMATED FUND BALANCE	JUNE 30, 2022
	JULY 1, 2021					
Facility Operators Fee	7,118,960	5,474,130	3,798,390	-	8,794,701	
Externally Funded	-	1,158,470	1,158,470	-	-	
Mitigation	5,208,350	904,330	1,872,443	109,000	4,349,237	
House Hold Hazardous Waste Fees	15,567,173	6,704,889	7,093,353	-	15,178,709	
Total Waste Management Authority Fund Balance	\$ 27,894,483	\$ 14,241,819	\$ 13,922,656	\$ 109,000	\$ 28,322,646	

FUND BALANCE AVAILABLE - RECYCLING BOARD - FY21-22

	BEGINNING FUND BALANCE JULY 1, 2021	BUDGETED REVENUES	BUDGETED EXPENDITURES	NET RESERVES TRANSFERS	ESTIMATED FUND BALANCE JUNE 30, 2022
Administration	121,087	288,038	279,287	65,000	194,839
Discretionary	525,465	1,271,654	1,629,810	(30,000)	137,309
Grants To Nonprofits	1,854,982	960,128	1,470,737	-	1,344,373
Source Reduction	69,180	960,128	1,020,076	-	9,232
Market Development	2,912,060	960,128	2,170,571	-	1,701,617
Recycle Product Preference	163,519	480,064	643,583	-	-
Municipality Allocation	-	4,804,641	4,804,641	-	-
Total Recycling Board Fund Balance	\$ 5,646,292	\$ 9,724,783	\$ 12,018,705	\$ 35,000	\$ 3,387,369

FUND BALANCE AVAILABLE - ENERGY COUNCIL - FY21-22

	BEGINNING FUND BALANCE JULY 1, 2021	BUDGETED REVENUES	BUDGETED EXPENDITURES	NET RESERVES TRANSFERS	ESTIMATED FUND BALANCE JUNE 30, 2022
Energy Council	227,520	6,813,566	6,748,766	-	292,320
Total Energy Council Fund Balance	\$ 227,520	\$ 6,813,566	\$ 6,748,766	-	\$ 292,320
Total Fund Balance	\$ 33,768,295	\$ 30,780,168	\$ 32,690,127	\$ 144,000	\$ 32,002,336

SCHEDULE OF RESERVES - WASTE MANAGEMENT AUTHORITY - FY 21-22

	PROJECTED BALANCE	TRANSFERS IN	TRANSFERS OUT	BALANCE
	JULY 1, 2021			JUNE 30, 2022
Organics Processing Development	\$ 5,589,709	\$ -	\$ 129,000	\$ 5,460,709
Pension Liability Reserve	\$ 1,210,482	\$ -	\$ -	\$ 1,210,482
Fiscal Reserve	\$ 1,405,019	\$ -	\$ -	\$ 1,405,019
5 Year Audit/Study	\$ 150,000	\$ 50,000	\$ 115,000	\$ 85,000
Building Maintenance Reserve	\$ 150,000	\$ 50,000	\$ -	\$ 200,000
				\$ -
Total Waste Management Authority Reserves	\$ 8,505,210	\$ 100,000	\$ 244,000	\$ 8,361,210
				+

SCHEDULE OF RESERVES - RECYCLING BOARD - FY 21-22

	PROJECTED BALANCE	TRANSFERS IN	TRANSFERS OUT	BALANCE
	JULY 1, 2021			JUNE 30, 2022
Fiscal Reserve	\$ 694,981			\$ 694,981
Total Recycling Board Reserves	\$ 694,981			\$ 694,981
Grand Total Reserves	\$ 9,200,191	\$ 100,000	\$ 244,000	\$ 9,056,191

IV. PROJECT CHARTERS

Project Manager: Miya Kitahara

Funding Source: Core

DESCRIPTION

Works with regional municipalities, trade organizations, environmental groups, and the private sector to promote deconstruction, building material reuse and efficiency, and policy development relating to model deconstruction ordinance. Offers technical assistance to member agencies to support Construction & Demolition (C&D) Debris Recycling ordinance and code implementation, including incorporating Green Halo, a web-based C&D tracking tool, into jurisdiction permitting systems. Coordinates with local C&D facilities regarding diversion reporting. Provides technical assistance and outreach to the building and construction industry to increase jobsite recycling, deconstruction activities, and building design for maximizing reuse and future material recovery.

FY 20-21 ACCOMPLISHMENTS

- Participated in regional EPA Deconstruction Working Group meetings and projects.
- Co-chaired the California Resource Recovery Association's C&D technical council.
- Provided support to member agencies regarding CALGreen Building Code C&D recycling requirements.
- Participated in deconstructed wood greenhouse gas emission reduction study.

FY 21-22 ACTIVITIES

- Participate in Regional Environmental Protection Agency Deconstruction Working Group to promote deconstruction and reuse in the Bay Area. (O)
- Support municipalities with ordinances, laws, markets, and trends related to C&D and building materials. (O)
- Maintain industry partnerships, including with Carbon Leadership Forum, U.S. Green Building Council, Ellen MacArthur Foundation, and others to advance building material efficiency and circularity. (O)
- Coordinate Green Halo activities with municipalities and contractors. (O)
- Disseminate deconstruction and building material reuse services to industry as requested. (O)
- Work with regional entities to create a model deconstruction ordinance. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$40,000	\$97,181	\$137,181	0.19

FUNDING SOURCE, FY 21-22

<u>Mitigation</u>	<u>RB Source Reduction</u>	<u>RB Market Development</u>
\$96,026	\$6,859	\$34,295

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Candis Mary-Dauphin

Funding Source: Core

DESCRIPTION

Integrates services to the multifamily sector across the Agency. Applies the principles of aligning our program offerings and expanding our multiple benefits approach to multifamily constituents and industry partners.

Centers community needs such as housing, resilience, health and equity in applying green building and resource sustainability strategies.

FY 20-21 ACCOMPLISHMENTS

- Maintained industry partnerships, including participation in the Carbon Leadership Forum's Bay Area Hub, Build It Green, and the West Coast Climate and Materials Management Forum.
- Delivered a virtual version of the Carbon Block Challenge, a city planning board game to illustrate the carbon impacts of building material use.
- Produced an introductory document for local governments on the potential for renewable building materials to serve goals around circularity, carbon emissions, health, and equity.
- Supported member agency staff in exploring the intersection of indoor and outdoor built environments in response to the changing needs of communities during the pandemic.
- Supported member agency conversations on integrating the goals of green building with other community needs for resilience, including housing, health, equity, and the economy.

FY 21-22 ACTIVITIES

- Continue partnership building with Build It Green to advance building material efficiency. (O)
- Integrate services to the multifamily sector across the Agency by leveraging BayREN multifamily program to create a new kind of multidisciplinary partnership. (N)
- Coordinate with project teams across the Agency to select a multifamily sector target stakeholder group for engagement. (N)
- Develop a cohesive strategy for collaborating across Agency projects to approach and engage targeted stakeholders. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$6,500	\$102,678	\$109,178	0.24

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>Mitigation</u>
\$54,589	\$54,589

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Kelly Schoonmaker

Funding Source: Core

DESCRIPTION

Focuses on carbon farm planning on WMA property in the Altamont Pass area, including the development and implementation of the WMA Carbon Farm Plan and management of associated pilot projects on the property in collaboration with the Alameda County Resource Conservation District (ACRCD).

FY 20-21 ACCOMPLISHMENTS

- Continued implementation of Carbon Farm Plan with funding from State Coastal Conservancy grant to ACRCD.
- Conducted workshop with ACRCD to demonstrate compost application to farmers and ranchers.
- Obtained Year 1 results from initial compost application showing increased soil moisture and above ground biomass in test plots.
- Met with other public landowners, such as EBMUD, to discuss the potential for carbon farming to meet carbon neutrality goals.

FY 21-22 ACTIVITIES

- Expand implementation of WMA Carbon Farm Plan. (O)
- Conduct field trips and site visits to WMA property to educate other land owners and ranchers about carbon farm planning. (O)
- Develop external funding streams to expand carbon farming in Alameda County. (O)
- Apply compost application used on WMA property to member agency SB 1383 procurement targets. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$40,000	\$61,449	\$101,449	0.14

FUNDING SOURCE, FY 21-22

<u>Mitigation</u>	<u>RB Market Development</u>
\$40,724	\$60,724

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Jeanne Nader

Funding Source: Core

DESCRIPTION

This new project aligns the collective engagement work and expertise of community and schools outreach teams. Provides virtual and potentially in-person support to our partners, school districts, and stakeholders countywide. Supports StopWaste staff in connecting with new community-based organizations and businesses, and coordinates staff work with shared external partners.

FY 20-21 ACCOMPLISHMENTS

- Held virtual healthy soil and composting how-to webinars, co-hosted with urban farm partners.
- Created new tools for exploring soil health with supporting videos on website.
- Three community outreach grantees completed their food waste prevention education projects and piloted new workshops on using reusables and food as medicine.
- Launched community asset mapping to identify internal and external partnerships and possible collaborations across Agency projects.
- Wrapped up three years of soil testing/carbon farming support for urban farm partners. Identified researcher to analyze data.
- Hosted virtual Schools Earth Day celebrations and activities.
- Initiated StopWaste Ambassador Program (SWAP) pilot with StopWaste Environmental Educator Trainees (SWEET).
- Developed 4Rs Student Action Project Distance Learning Pilot.
- Developed a framework for Regenerative Schoolyards in collaboration with youth leaders from a middle school, two high schools, community leaders, and city staff.
- Convened and facilitated the StopWaste Advisory Group in Education.
- Developed new partnership for Student Action Projects and city Climate Action Plan alignment.
- Rolled out expanded website with online tools for students, teachers, and other education stakeholders.

FY 21-22 ACTIVITIES

- Build and deepen relationships and regional networks with multiple communities, including faith based, grant partners, schools and school districts, youth leaders, resilience hubs, urban farms, and food growers. (O)
- Build on relationships with member agencies to facilitate larger community engagement. (O)
- Provide virtual and in-person educational field trips, student action projects, and school challenges, and Healthy Soil webinars with Spanish translation. (O)
- Refine and implement peer-to-peer training for community partners, individuals, youth leaders. (O)
- Coordinate and collaborate on countywide community engagement opportunities with Agency staff. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$249,750	\$1,747,386	\$1,997,136	6.37

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>RB Discretionary</u>	<u>RB Grant to Non Profit</u>
\$1,525,904	\$381,476	\$89,756

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Kelly Schoonmaker

Funding Source: Core / One-Time (Fund Balance)

DESCRIPTION

Focuses on increasing the availability, access to, and quality of local, recycled compost and mulch. Through a combination of strategic partnerships and in collaboration with other Agency projects and in-house efforts, this project provides education to landscape professionals, public agencies, urban farms, and home gardeners; supports innovative compost use and research; and creates and supports policies that increase the availability and use of quality compost and mulch. Supports member agencies to meet compost procurement targets mandated by SB 1383.

FY 20-21 ACCOMPLISHMENTS

- Educated 2,500 public and private landscape professionals on the use of compost and mulch through educational events and lunch and learns.
- Supported transition of WELO workshop to ReScape (with continuing partner PG&E).
- Continued compost donation and soil testing to multiple urban farms in Alameda, Oakland, Livermore, and Fremont.
- Provided technical assistance for implementation of compost as an erosion control measure in Union City.
- Supported implementation of member agency climate action plan updates to include organics-based measures, such as using compost to increase carbon sequestration.
- Provided input on policy and regulation development affecting composting.
- Cultivated partnerships through participation in the California Organics Recycling Council and joining the Erosion Control Working Group organized by the Alameda and Contra Costa County Resource Conservation Districts.
- Provided information required by AB 876 on organics processing capacity for County Electronic Annual Report to CalRecycle.

FY 21-22 ACTIVITIES

- Continue to conduct organics processing capacity study required by AB 876 to meet SB 1383 organics capacity study requirements. (O)
- Train professionals and public agencies on the use and making of compost, and compliance with regulations through targeted education and technical assistance. (O)
- Cultivate partnerships through participation in groups such as the California Organics Recycling Council, as well as sponsorships, grants, and/or collaborations with other industry organizations and partners such as EBMUD and PG&E. (O)
- Support WELO workshop as needed, including speaking at the event. (O)
- Maintain Agency compost and mulch web pages and collaborate with Community Engagement project to create carbon farming page. (O)
- Participate in regulation development related to composting. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$102,000	\$124,229	\$226,229	0.28

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>Mitigation</u>	<u>RB Market Development</u>
\$20,123	\$5,000	\$201,106

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Elsee Lebsack

Funding Source: Core

DESCRIPTION

Implements ACWMA Ordinance 2009-01 (939/Facility Fee) and other fee-related ACWMA ordinances.

FY 20-21 ACCOMPLISHMENTS

- Processed reports and payments from haulers reporting tons from Alameda County that were disposed in non-Alameda County facilities.
- Conducted investigations of haulers not reporting or remitting facility fees.

FY 21-22 ACTIVITIES

- Represent WMA on statutory fee administration and authorization to regulated parties, government entities, legal counsels, CalRecycle, and other parties as needed. (O)
- Manage hauler data and coordinate with the State's Recycling and Disposal Reporting System. (O)
- Investigate fee avoidance and work to bring haulers into compliance. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$34,100	\$213,360	\$247,460	0.43

FUNDING SOURCE, FY 21-22

Mitigation
\$247,460

Project Manager: Cassie Bartholomew

Funding Source: Core

DESCRIPTION

Reduces wasted food generated by businesses, households, and schools by providing training and technical assistance, media and outreach, and food-saving tools through the Smart Kitchen Initiative, Stop Food Waste Campaign, and Smart Cafeteria Initiative. Provides grant funding to nonprofits and businesses to support food waste prevention and surplus food donation programs.

FY 20-21 ACCOMPLISHMENTS

Smart Kitchen and Cafeteria Initiatives (SKI/SCI)

- Re-launched initiative at California State University, East Bay following campus closure due to COVID-19.
- Awarded Claremont Club & Spa for reducing food waste by 64 percent, saving the equivalent of 44,000 pounds of food.
- Initiated new partnership with the Center for Environmental Health and Clean Water Fund (ReThink Disposable) to support two K-12 school districts transitioning from disposable to reusable food ware.
- Continued to track and support the recovery and redistribution of surplus edible food from Oakland Unified School District and Livermore Valley Joint Unified School District with 118,844 pounds of school food picked up and donated by the Deputy Sheriffs' Activities League (DSAL).

Stop Food Waste Campaign (SFW)

- Conducted media campaign on BART, digital television, radio, and online advertising, including Edible East Bay, 510 Families, and Patch. Pivoted campaign messaging to address COVID-19 impacted communities.
- Partnered with local chef influencers to share food waste reduction content via website, social media, and six virtual cooking demonstrations.
- Translated select food-saving tools and collateral into Spanish; distributed over 12,000 tools to residents via food donation boxes and school food distribution events.

Food Waste Reduction and Surplus Food Donation Equipment grants

- Grantees rescued and distributed over 4.5 million pounds of surplus edible food.
- Awarded 10 one-time COVID-19 Emergency Funding Grants to current grantees to support increased need during the pandemic.

FY 21-22 ACTIVITIES

Smart Kitchen and Cafeteria Initiatives (SKI/SCI)

- Support new or existing partner school districts launching or restarting food share and/or donation and reusables. (O)
- Research new innovative food waste prevention and donation approaches to support Tier One/Tier Two businesses to comply with SB 1383. (N)
- In partnership with Center for Environmental Health and ReThink Disposable, develop a case study that highlights the multiple benefits realized by a school district that transitions to reusable food ware. (N)

Stop Food Waste Campaign (SFW)

- Conduct SFW media campaign countywide through digital advertising; review existing SFW campaign collateral to adapt resources to support community partners and member agencies. (O)
- Develop partnerships and events with chef influencers to create food-saving content. (O)
- Provide and track distribution of SFW tools and resources to grantees and community partners for distribution. (O)
- Build collaborative partnerships with community organizations to develop new multi-lingual and culturally relevant collateral, tools, and resources for residents and community groups. (N)

Food Waste Prevention and Donation grants

- Recruit applicants that prioritize the upstream prevention of wasted food. (O)

FY 21-22 Activities: (O) - Ongoing (N) - New

- Convene Food Recovery Partner group meetings to build collaboration, advocacy, and reduce the competitive landscape of food recovery through new partnerships that align with the Agency's Aims and Principles and SB 1383 food recovery county mandates. (N)
- Pilot new Community Food Partnership Grants to support community-based organizations working to strengthen a community food system and reduce wasted food through the lens of equity. (N)

Pacific Coast Collaborative (PCC)

- Participate on the PCC steering committee(s). (O)
- Develop consumer-facing grocery campaign pilot in partnership with PCC and Oregon DEQ and other participating jurisdictions. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$510,500	\$978,987	\$1,489,487	2.97

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>Mitigation</u>	<u>RB Discretionary</u>	<u>RB Grant to Non Profit</u>	<u>RB Source Reduction</u>
\$111,864	\$335,592	\$111,864	\$370,847	\$559,320

Project Manager: Jeff Becerra

Funding Source: Core

DESCRIPTION

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

FY 20-21 ACCOMPLISHMENTS

- Launched RE:Source online search tool and app as an update to RecycleWhere?.
- Responded to approximately 150 requests per month for recycling assistance via phone and email.
- Produced quarterly electronic newsletters to keep stakeholders up to date on key Agency activities.
- Educated residents, businesses, and schools with easy to understand waste reduction information via website, phone, social media, and RE:Source online search tool.

FY 21-22 ACTIVITIES

- Expand reach of Agency programs through sponsorships. (O)
- Produce quarterly electronic newsletters and monthly topic briefs to keep stakeholders up to date on key Agency activities. (O)
- Lead internal communications to keep staff engaged on all Agency activities. (O)
- Operate and maintain Agency online communication properties such as websites and social media channels. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$100,500	\$837,430	\$937,930	1.83

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>Mitigation</u>	<u>RB Administration</u>	<u>RB Discretionary</u>
\$278,679	\$278,679	\$27,868	\$167,207
<u>RB Grant to Non Profit</u>	<u>RB Source Reduction</u>		
\$9,000	\$176,497		

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Emily Alvarez

Funding Source: Core

DESCRIPTION

Performs general planning duties for the Agency, including making recommendations on amendments to the Countywide Integrated Waste Management Plan (CoIWMP). Identifies actions and projects to further Agency progress toward the Landfill Obsolescence goal established in the CoIWMP and Recycling Plan, and long-term plans and Agency efforts, such as solid waste reduction and climate change. Assists member agencies with climate work and provides planning support.

FY 20-21 ACCOMPLISHMENTS

- Reviewed and responded to Environmental Impact Reports (EIRs).
- Created a CoIWMP amendment handbook, including templates and forms to make the process more consistent.
- Assisted member agencies with the development of climate action plans, including incorporation of consumption-based emissions, embodied carbon, and carbon farming actions.
- Entered into a sponsorship with East Bay Economic Development Alliance (EDA) for their East Bay Forward research project, a regional economic assessment and economic resilience vision.

FY 21-22 ACTIVITIES

- Respond to local, regional, and state plans that address and reinforce Agency priorities. (O)
- Process applications for amendments to the CoIWMP in accordance with adopted procedures and legal requirements. (O)
- Explore adoption and administration of Recycling Market Development Zone program countywide. (O)
- Review and administer conformance findings for proposed waste management facilities within Alameda County. (O)
- Track relevant California Environmental Quality Act (CEQA) updates.
- Assist member agencies with climate action plan updates to incorporate emissions reduction strategies related to materials, embodied carbon, and adaptation measures using organic materials. (O)
- Partner with the West Coast Climate and Materials Management Forum, UC Berkeley CoolClimate Network, Urban Sustainability Directors Network, and others to advance consumption-based emissions inventory practices. (O)
- Promote circular economy principles with new audiences, including economic development agencies and departments and elected officials. (O)
- Initiate regional conversations for creating local circular economy markets to reduce environmental impacts, create economic opportunities, and build resiliency against changing international market conditions. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$72,000	\$151,150	\$223,150	0.34

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>Mitigation</u>	<u>RB Administration</u>	<u>RB Discretionary</u>	<u>RB Market Development</u>
\$66,945	\$44,630	\$55,787	\$33,472	\$22,315

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Jennifer West

Funding Source: Core

DESCRIPTION

Focuses on the built urban landscape to reduce the generation of waste, recycle construction waste and plant debris, and promote recycled compost and mulch. Promotes the use of organic material in the landscape to build soil health, sequester carbon, create landscapes that are more resilient to climate change, and conserve water and resources, as well as support jurisdictions on meeting the statewide requirements of Water Efficient Landscape Ordinance (WELO) and SB 1383. Partners with member agencies, landscape professionals, and nonprofits to support innovative, sustainable landscaping policies and standards. Provides technical assistance and scholarships for professional trainings to member agencies.

FY 20-21 ACCOMPLISHMENTS

- Increased ReScape Rated Landscapes to 85 within Alameda County, covering more than 375 acres and using approximately 18,500 tons of local recycled compost and mulch.
- Increased use of sheet mulching with cardboard, compost, and mulch to 49 projects covering 47 acres.
- Provided technical assistance to 13 landscape projects and continued managing six grants, with a total of 75 technical assistance projects and 56 grants completed.
- Provided five member agency staff with scholarships to Bay-Friendly professional trainings and qualifications, increasing total number of member agency-qualified staff to 471.
- WELO implementation tools, web page, and outreach materials shared widely with Alameda County audience. Provided feedback on statewide MWELo Guidebook.
- Served on ReScape California Board of Directors and on the ReScape-Rated Landscape Committee.

FY 21-22 ACTIVITIES

- Provide support for ReScape California and represent the Agency on its governing board. (O)
- Sponsor member agency staff to attend ReScape trainings. (O)
- Support WELO trainings (delivered by ReScape) for member agencies. (O)
- Provide technical assistance for ReScape-Rated landscapes by member agencies in Alameda County. (O)
- Provide support to member agency staff to procure compost/mulch to comply with SB 1383 requirements. (N)
- Engage emerging bio-based building material and durable goods enterprises and researchers to identify the market potential for bio-based product supply chains to utilize compost. (N)
- Interview relevant member agency staff to identify opportunities and barriers for more robust urban forestry within member agency jurisdictions as a means to use more compost locally. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$51,400	\$230,200	\$281,600	0.57

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>RB Grant to Non Profit</u>	<u>RB Source Reduction</u>	<u>RB Market Development</u>
\$26,160	\$20,000	\$52,320	\$183,120

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Jeff Becerra

Funding Source: Core

DESCRIPTION

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

FY 20-21 ACCOMPLISHMENTS

- Provided support of bills addressing Agency priorities.
- Coordinated efforts with partners California Product Stewardship Council, Californians Against Waste, National Stewardship Action Council, League of Cities, and others.
- Engaged member agency staff and provided input on the development of regulations for SB 1383.

FY 21-22 ACTIVITIES

- With input from Board, monitor, analyze, and respond to legislation and regulations. (O)
- Work with East Bay legislators to promote Agency priorities and raise Agency profile. (O)
- Continue and expand working relationships with established regional, state, and/or national organizations. (O)
- Continue to provide technical and topic expertise to legislative teams on bills reflecting Agency priorities. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$93,900	\$159,526	\$253,426	0.3

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>RB Grant to Non Profit</u>
\$215,926	\$37,500

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Meghan Starkey

Funding Source: Core

DESCRIPTION

Supports ongoing measurement and evaluation of Agency programs, including supporting staff to build evaluation metrics into program design and incorporate evaluation into ongoing adjustments and refinement. Supports staff in connecting their program activities to broader system goals.

FY 20-21 ACCOMPLISHMENTS

- Conducted “deep dive” evaluations into four Agency programs: Mandatory Recycling, Food Waste Reduction, Community Outreach, and Schools.
- Developed logic models for each program in which activities were connected to outcomes and larger Agencywide goals, with corresponding metrics identified for evaluation.
- Began work on Agencywide evaluation framework, including mission, roles, direction, programmatic goals and broader system goals, including landfill obsolescence.

FY 21-22 ACTIVITIES

- Support implementation of programmatic metrics and evaluation. (O)
- Undertake logic model work with additional programs. (O)
- Complete Agencywide evaluation framework. (N)
- Undertake studies in priority programs or systems, as needed. (O)
- Create data dashboard to communicate impact of individual programs and system goals. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$25,500	\$171,124	\$196,624	0.34

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>RB Administration</u>	<u>RB Grant to Non Profit</u>
\$19,662	\$19,662	\$157,299

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Jennifer West

Funding Source: Core

DESCRIPTION

Provides staffing and coordination for the Technical Advisory Committee (TAC) and Technical Advisory Group (TAG), comprised of staff from the Waste Management Authority and Energy Council's member agencies, respectively. Provides information to member agencies on relevant regional coordination, including franchise terms and contracts, rates and services, and program activities; gathers input from member agency staff on Energy Council external funding activities. Supports member agency staff to exchange best practices and resources, and to seek grants and other external funding for their sustainability initiatives. Facilitates the Alameda County Recycling Markets Network.

FY 20-21 ACCOMPLISHMENTS

- Held monthly TAC meetings.
- Solicited input on implementation of Agency projects.
- Provided regular updates to TAC on topics of interest.
- Convened regular meetings of sub-groups to review draft regulations for SB 1383 and facilitated member agency input to CalRecycle.
- Convened quarterly meetings of the Alameda County Recycling Markets Network to coordinate consumer messaging and approaches to minimizing contamination of the recycling stream.

FY 21-22 ACTIVITIES

- Facilitate monthly TAC and TAG meetings. (O)
- Facilitate regular meetings of staff implementing SB 1383. (O)
- Provide regular updates to TAC and TAG on Agency programs. (O)
- Solicit input on Agency initiatives, including implementation of priority projects and Energy Council external fund seeking activities. (O)
- Host a virtual platform for inter-jurisdictional communication and resource sharing. (N)
- Support cross-jurisdictional and regional proposal development for economic recovery funding for sustainability projects. (N)
- Facilitate the Alameda County Recycling Markets Network. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$48,000	\$266,738	\$314,738	0.58

FUNDING SOURCE, FY 21-22

939 Fee
\$314,738

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Michelle Fay

Funding Source: Core

DESCRIPTION

Focuses on waste prevention, reuse, and improved recyclability of packaging materials manufactured, sold, and discarded in Alameda County, with an emphasis on packaging that supports food waste reduction goals. Provides education, technical assistance, and financial support to businesses and institutions, as well as engagement with industry and other stakeholders to support the implementation of sustainable packaging.

FY 20-21 ACCOMPLISHMENTS

- Educated more than 25 businesses about the benefits of reusable transport packaging. Awarded a total of \$35,000 to five qualified reusables projects.
- Outreach and support for reusable transport packaging continued as part of the Mandatory Recycling Ordinance technical assistance services.

FY 21-22 ACTIVITIES

- Conduct final activities to wrap up project and close out microsite UseReusables.org. (Staying current on packaging trends and educating consumers on best practices will continue as part of Project 3500.) (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$5,000	\$30,146	\$35,146	0.07

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>Mitigation</u>	<u>RB Source Reduction</u>
\$3,515	\$14,059	\$17,573

Project Manager: Karen Kho

Funding Source: Core

DESCRIPTION

This project provides resources and develops tools to support internal project teams in aligning their work with the Agency's Aims and Guiding Principles. Its aim is to embed strategic thinking capabilities into ongoing project planning and implementation, as well as improve cross-project decision-making within the Agency.

FY 20-21 ACCOMPLISHMENTS

- N/A

FY 21-22 ACTIVITIES

- Develop and refine at least two decision-making tools for project teams and internal coordination groups, including an equity lens. (N)
- As needed, provide staff training and project team support on equity and regenerative practices. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$20,000	\$150,317	\$170,317	0.31

FUNDING SOURCE, FY 21-22

939 Fee
\$170,317

Project Manager: Kelly Schoonmaker

Funding Source: Core / One-Time (Fund Balance)

DESCRIPTION

Provides property management services and oversight for WMA-owned property in the Altamont Pass area (which is also the site of the Agency's carbon farming project). Management and oversight includes property maintenance, lease development, cattle grazing licensing, revenue collection and enhancement, and other land-related activities. The objective is to preserve the natural assets in a public trust, generate revenue, and manage risk. While Property Management generally is funded by core revenues, \$170,000 in FY21-22 is for one-time expenses for upgrades and is funded from existing fund balance.

FY 20-21 ACCOMPLISHMENTS

- Maintained property and managed leases and cattle grazing licenses.
- Worked with ranching tenant and Natural Resource Conservation Service to implement Phase 1 of Environmental Quality Incentives Program (EQIP)-funded grazing distribution improvements, and applied for additional funding to implement livestock water improvements, such as installation of new storage tanks, troughs, and pipelines, along with desedimentation of one pond.
- Extended lease with East Bay Regional Communications System Authority for Parcel 6 telecommunication tower.

FY 21-22 ACTIVITIES

- Oversee property maintenance and manage easements, leases, and licenses. (O)
- Represent the WMA as property manager in all transactions and in management of WMA Property. (O)
- Oversee collection of revenue from lessees and licensees. (O)
- Address deferred maintenance. (O)
- Begin implementation of improvements and maintenance to livestock water systems through EQIP funding and with support of State Coastal Conservancy grant to Alameda County Resource Conservation District (N).

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$200,000	\$126,684	\$326,684	0.31

FUNDING SOURCE, FY 21-22

<u>Mitigation</u>
\$326,684

Project Manager: Meri Soll

Funding Source: Core / Reserve

DESCRIPTION

Provides for a five-year financial compliance and programmatic Recycling Board Audit, as per Measure D. Financial audit occurs in two phases, while program audit is conducted separately, covering all five years. Audit covers both StopWaste and member agencies. The Study Reserve is funding \$115,000 of expenses this fiscal year, with the balance being funded from core revenues.

FY 20-21 ACCOMPLISHMENTS

- Coordinated with both Agency staff and member agency staff to utilize financial data entered into Agency's Measure D online reporting system portal.
- Completed Financial Audit Phase I (FY 16-17, FY 17-18, and FY 18-19); auditors found member agencies and Recycling Board in compliance with Measure D policies.
- Commenced implementing audit recommendations including potential revisions to current policy regarding member agency allowable fund balance thresholds.

FY 21-22 ACTIVITIES

- Draft and release RFP for Programmatic Five Year Audit for FY 16-17 - 20-21. Select vendor. (N)
- Coordinate activities with selected auditor, Agency staff, and member agency staff to ensure all required data are accessible for audit review. (N)
- Begin Phase II FY 19-20 and FY 20-21 of the five-year financial Recycling Board Audit as per Measure D. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$115,000	\$77,301	\$192,301	0.16

FUNDING SOURCE, FY 21-22

<u>RB Administration</u>	<u>RB Grant to Non Profit</u>
\$65,000	\$127,301

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Shasta Phillips

Funding Source: Core

DESCRIPTION

This project will identify the leverage points within the materials management system and determine the most effective interventions to create system-wide change. This project will also provide a place for those seeking evidence-based solutions to collaborate and share experiences.

FY 20-21 ACCOMPLISHMENTS

- N/A

FY 21-22 ACTIVITIES

- Research, compile, and update information on existing cutting-edge interventions in materials management. (N)
- Create space for collaboration for others doing this type of work within the Agency and at our member agencies. (N)
- Lead up to three pilots or studies that use evidence-based tools to evaluate interventions in the materials management system. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$18,000	\$137,414	\$155,414	0.31

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>RB Grant to Non Profit</u>
\$15,541	\$139,873

RESOURCES FOR UPSTREAM PROJECTS

2040

Project Manager: Meri Soll

Funding Source: Core

DESCRIPTION

Provides funding, technical support, and resources to entities conducting innovative projects that incorporate reuse, repair, deconstruction, product or process redesign, reduction, and redistribution of goods and other materials. Supports work that emphasizes waste prevention over the need for disposal or recycling to support environmental sustainability and conservation of natural resources. In addition to funding, the project helps stimulate economic activity in the reuse and recovery sectors and enables partnerships within the upstream community to increase infrastructure and services.

FY 20-21 ACCOMPLISHMENTS

- Hosted virtual quarterly stakeholder meeting for reuse, repair, and recovery organizations to develop networking and partnership opportunities and better understand the industry.
- Improved grant review and application process utilizing new platform in coordination with other grant focus areas for a more efficient, streamlined approach.
- Conducted extensive outreach activities to solicit grant applicants for four separate grant focus areas, resulting in over 80 applications requesting over \$1.3 million in funding.
- Processed and managed over 30 grant funding agreements (awarded in FY 19-20) ensuring deliverables and schedules were properly met.
- Anticipate distribution of \$350,000 in grant awards.

FY 21-22 ACTIVITIES

- Continue to host and grow quarterly stakeholder group for reuse, repair, and recovery organizations to develop networking opportunities, support and expand reusable infrastructure and services, and better understand the industry. (O)
- Participate in pilot projects promoting reuse and redistribution of goods in place of recycling or disposal. (O)
- Coordinate outreach, review, award process, and contract execution for all four upstream grant focus areas. (O)
- Develop outreach campaign promoting grant programs to all eligible entities including trade groups, businesses, manufacturers, and nonprofits. (O)
- Conduct site tours to potential grantees and stakeholder group participants. (O).
- New focus on grant application support services with an emphasis on reaching non-English speaking groups. (N)
- Expand reuse and repair web page to include all resources and services available to county residents and businesses. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$291,000	\$287,322	\$578,322	0.66

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>RB Grant to Non Profit</u>	<u>RB Market Development</u>
\$7,000	\$219,161	\$352,161

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Meri Soll

Funding Source: Core

DESCRIPTION

Implements the expanded reusable bag ordinance adopted by the WMA Board in 2016. Provides outreach and technical assistance to the 14,000 affected stores and eating establishments. Provide opportunities to support new businesses and non-compliant entities with resources to reduce the number of single-use bags distributed in the county.

FY 20-21 ACCOMPLISHMENTS

- Educated 14,000 affected entities regarding COVID-19 County Health Orders and temporary suspension of state reusable bag law.
- Monitored Shelter in Place health orders to assess impact on ordinance; updated ReusableBagsAC.org to keep both consumers and affected entities informed.
- Resumed store surveys disrupted during COVID-19 to assess impacts of the law, as well as COVID-19 on consumer behavior.
- Collected and analyzed bag purchasing data from approximately 60 chain stores in Alameda County to assess the effectiveness of the ordinance, and the impact COVID-19 and state executive orders had on bag purchasing.

FY 21-22 ACTIVITIES

- Respond to complaints regarding non-complaint stores received by hotline or field representatives to bring into compliance; focus on technical assistance versus citations. (O)
- Utilize outreach associate in the field to provide new businesses with ordinance details and support non-complaint restaurants and retail stores to come into compliance. (O)
- Collect metrics via field work including store/parking lot surveys, store observations, and bag purchasing data to assess ordinance effectiveness and impacts of misinformation regarding reusables relating to COVID-19. (N and O)
- Conduct progressive enforcement to the most egregious non-compliant entities who do not respond to support to come into compliance. (N and O)
- Support smaller stores and non-English speaking owners about ordinance requirements, using translated materials. (N)
- Promote safety of reusables to affected stores and consumers via in-field outreach and “leave behind” materials; translate materials for non-English speaking affected entities. (N)
- Promote “upon request” to store owners to reduce bag distribution. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$7,500	\$107,961	\$115,461	0.43

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>RB Source Reduction</u>	<u>RB Market Development</u>
\$11,546	\$23,092	\$80,822

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Justin Lehrer

Funding Source: Core

DESCRIPTION

Develops policy, infrastructure, and capacity for greater adoption of reusable food ware in Alameda County.

FY 20-21 ACCOMPLISHMENTS

- Participated in collaborative dialogues and tracked progress and development of municipal food ware policies regionally, nationally, and internationally.
- Researched and engaged with emergent reusable food ware product and service providers to learn more about the progress and challenges this industry faces.
- Developed educational resources for food businesses on the safe use of reusables during COVID-19.
- Worked with member agencies, food businesses, and other stakeholders to identify opportunities and launch reusable food ware pilot projects.
- Oversaw delivery of technical assistance and provided incentive funding to food service operations for conversion to reusable food ware.

FY 21-22 ACTIVITIES

- Launch and evaluate pilot projects to evaluate reusable food ware solutions and develop local reuse infrastructure. (O)
- Complete RFQ process to identify qualified services and solutions for reusable food ware services and technical assistance. (O)
- Oversee delivery of technical assistance and provide incentive funding to food service operations for conversion to reusable food ware. (O)
- Convene member agency task force to gather input and assistance with reusable food ware policy. (O)
- Develop and distribute outreach tools and materials providing guidance on food service ware purchasing, reusable food ware, and safe use of reusables in food service. (O)
- Follow national and regional programs relating to reusable food ware infrastructure and ordinances. (O)
- Seek Board direction on, and implement, countywide reusable food ware policy. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$167,000	\$281,050	\$448,050	0.63

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>RB Discretionary</u>	<u>RB Source Reduction</u>	<u>RB Market Development</u>
\$22,402	\$89,610	\$134,415	\$201,622

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Rachel Balsley

Funding Source: Core / Reserve

DESCRIPTION

This project covers activities related to SB 1383 implementation support to member agencies around enforcement, technical assistance to generators, and outreach, education, and collateral development. While this project is generally funded from core revenues, \$129,000 in expenses are being funded from the Organics Processing Development reserve.

FY 20-21 ACCOMPLISHMENTS

- Conducted analysis to identify and develop strategies for implementation and compliance with SB 1383.
- Engaged with TAC and Boards about SB 1383 implementation roles.
- Provided comments on draft regulations to CalRecycle.
- Began Edible Food Recovery Capacity study activities.

FY 21-22 ACTIVITIES

- Continue with Edible Food Recovery Capacity study activities. (O)
- Adopt countywide SB 1383 ordinance and assist member agencies in the adoption of opt-in ordinances. (N)
- Educate about and enforce provision of service requirements to commercial and multifamily properties. (N)
- Provide technical assistance and conduct inspections at certain high priority generators. (N)
- Assist with waiver and complaint processing and documentation of alternative recycling. (N)
- Coordinate with Environmental Health agencies (Alameda County and Berkeley) on edible food recovery monitoring and enforcement. (N)
- Develop education and outreach materials to organic waste generators and commercial edible food generators. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$435,500	\$1,658,844	\$2,094,344	4.61

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>Mitigation</u>	<u>RB Discretionary</u>	<u>RB Market Development</u>
\$589,603	\$129,000	\$491,336	\$884,405

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Alma Freeman

Funding Source: Core

DESCRIPTION

This is a new project, carving out some work previously budgeted in General Agency Communication. Provides Alameda County residents, schools, and businesses with easy access to information on how to reduce, reuse, repair, recycle, and dispose of an item through the RE:Source online search tool, website, social media, e-news, phone, and email queries. Supports member agencies with messaging around changes to the recycling systems and what goes where; builds capacity for jurisdictions to increase recycling transparency.

FY 20-21 ACCOMPLISHMENTS

- N/A

FY 21-22 ACTIVITIES

- Educate residents, businesses, and schools with easy to understand waste reduction information via website, phone, social media, monthly At Home e-newsletter, and RE:Source online search tool and app. (O)
- Keep apprised of packaging and other policies and local impacts resulting from the Statewide Recycling Commission's recommendations or other recycling system changes and trends. Provide periodic updates on the Statewide Recycling Commission to Technical Advisory groups, Alameda County Recycling Markets Network, and the Board. (O)
- Identify public messaging needs to improve sorting, reduce contamination, increase public trust in recycling, and support a longer-term shift toward resource efficiency and mindful consumption. (O)
- Identify opportunities and constraints for more consistent acceptability lists across Alameda County jurisdictions. (N)
- Increase Agency capacity for translation and multilingual communication; support project teams as needed. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$50,000	\$559,690	\$609,690	1.51

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>RB Administration</u>	<u>RB Discretionary</u>
\$243,876	\$60,969	\$304,845

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Candis Mary-Dauphin

Funding Source: Energy Council

DESCRIPTION

This Air District-funded pilot project leverages the BayREN multifamily program infrastructure and is designed to overcome barriers to installing electric vehicle charging infrastructure in multifamily buildings. Outreach and technical assistance are being targeted to properties in areas disproportionately affected by poor air quality, designated by the California Air Resources Board as AB 617 communities. Consulting services are being provided by ECO, a black, woman-owned consultancy and electrical contracting business based in Oakland. The project will conclude with recommendations to the Air District for future incentive program design that can increase market adoption in the multifamily sector.

FY 20-21 ACCOMPLISHMENTS

- N/A

FY 21-22 ACTIVITIES

- Perform outreach to affordable multifamily properties in AB 617 areas throughout the Bay Area. (N)
- Assess 20 properties for electric vehicle supply equipment (EVSE) feasibility. (N)
- Prepare incentive application and permit documentation for four properties, aiming to install at a minimum two charging stations. (N)
- Draft final report that describes the project scope, activities undertaken, and major results/recommendations for increasing EVSE installations at multi-family buildings. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$52,500	\$11,294	\$63,794	0.04

FUNDING SOURCE, FY 21-22

Energy Council

\$63,794

Project Manager: Karen Kho

Funding Source: Energy Council

DESCRIPTION

The Bay Area Regional Energy Network (BayREN) is a partnership between the Agency, the Association of Bay Area Governments, and eight other county representatives in the Bay Area. Since 2013, BayREN has designed and administered regional energy efficiency programs with energy utility ratepayer funding. The Agency represents the interests of Alameda County jurisdictions within BayREN. The Energy Council Technical Advisory Group provides ongoing input into BayREN's regional programs, and pilots and prioritizes local outreach activities. The California Public Utilities Commission approved BayREN's 10-year business plan (2018-2027) with an annualized budget. BayREN also coordinates closely with East Bay Clean Energy to advance electrification efforts.

FY 20-21 ACCOMPLISHMENTS

- Supported the BayREN residential incentive programs in launching new incentives for building electrification in January 2020.
- Implemented regional multifamily program, with an average project energy savings of 15 percent. Provided incentives to 219 units in Alameda County and to a total of 3,945 in the Bay Area.
- Conducted multifamily outreach in Alameda County, including a webinar and mailing in conjunction with the East Bay Rental Housing Association (EBRHA), and one regional webinar focused on multifamily electrification.
- Delivered 12 real estate education courses regionally, training 203 real estate professionals. Issued 1,626 Home Energy Scores in the Bay Area.
- Conducted single-family outreach throughout Alameda County, including eight homeowner events, one realtor event, one contractor event, and one direct mail campaign each to homeowners and contractors.
- Scheduled one local training on the new energy code and promoted quarterly regional forums on green building and energy policy.

FY 21-22 ACTIVITIES

- Lead and manage the operations of the regional multifamily rebate and financing programs. (O)
- Lead the regional green labeling program, including offering Home Energy Score in partnership with the Department of Energy and sponsoring real estate sector education. (O)
- Implement a codes and standards pilot project on energy efficiency and electrification. (O)
- Conduct local outreach in Alameda County for the single-family, multifamily, commercial, codes and standards, and water bill savings programs. (O)
- Participate in California Public Utilities Commission regulatory proceedings and evaluation studies on behalf of the multifamily and green labeling programs. (O)
- Coordinate BayREN programs with East Bay Community Energy. (O)
- Administer the heat pump water heater contractor incentive program. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$5,630,215	\$896,553	\$6,526,768	3.01

FUNDING SOURCE, FY 21-22

Energy Council
\$6,526,768

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Karen Kho

Funding Source: Energy Council

DESCRIPTION

Supports strategic planning, proposal development, and pilot projects for Energy Council program areas. For FY 21-22, key program areas include building efficiency, building electrification, grid solutions, member agency services, and zero net carbon. Administrative charges that are specific to the Energy Council are also housed in this project.

FY 20-21 ACCOMPLISHMENTS

- Secured two additional grants to support key program areas.
- Engaged Technical Advisory Group in the 2020 Agency priority setting process and reviewing key program areas.
- Provided technical assistance to member agencies on GHG inventories and energy data access.
- Coordinated energy programs and targeting with East Bay Community Energy.
- Developed templates and delivered presentations on alternative performance metrics.
- Monitored SB 1477 regulations regarding establishment of funding for decarbonization programs and coordinated responses with partner organizations.
- Sponsored East Bay EDA economic recovery study.

FY 21-22 ACTIVITIES

- Monitor new funding opportunities, recovery programs, and implementation of the Technology and Equipment for Clean Heating program. (O)
- Coordinate with EBCE on energy program targeting and implementation. (O)
- Recommend alternative metrics for energy programs and climate action progress to member agencies and regional and statewide partners. (O)
- Maintain membership in the Local Government Sustainable Energy Coalition and Building Decarbonization Coalition. (O)
- Support one CivicSpark or Climate Corps Fellow to work with member agencies (split with project 3230). (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$44,500	\$84,806	\$129,306	0.20

FUNDING SOURCE, FY 21-22

Energy Council
\$129,306

HEAT PUMP WATER HEATER GRANT

1311

Project Manager: Jennifer West

Funding Source: Energy Council

DESCRIPTION

With this project, the Energy Council, on behalf of the Bay Area Regional Energy Network (BayREN), will catalyze the residential heat pump water heater (HPWH) market in the Bay Area. Efforts include contractor trainings, midstream incentives, and information for homeowners on the efficiency benefits of a heat pump water heater, leading more homeowners to purchase a HPWH when replacing a gas water heater in their homes.

FY 20-21 ACCOMPLISHMENTS

- Increased participation and awareness of the benefits of heat pump water heaters. Provided more than 25 incentives to contractors of \$1,000 per HPWH installation, and enrolled more than 25 contractors into the program.
- Installed heat pump technology in low-income multifamily units through the BayREN Bay Area Multifamily Building Enhancements program.

FY 21-22 ACTIVITIES

- Engage manufacturers, distributors, and contractors to incentivize heat pump water heaters and work with the supply chain. (O)
- Work with participating Community Choice Aggregators and municipal utilities to provide midstream incentives promoting HPWHs. (O)
- Train contractor installers on HPWHs to increase recommendations and installations. (O)
- Through BayREN, maintain a website to better explain the benefits of HPWHs. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$3,000	\$8,918	\$11,918	0.02

FUNDING SOURCE, FY 21-22

Energy Council
\$11,918

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Jennifer West

Funding Source: Energy Council

DESCRIPTION

Create a collaborative structure to ensure that the building sector and workforce are prepared to meet the demand for building electrification while prioritizing equity, job quality, and job access. Help create partnership infrastructure to lift up the residential building decarbonization industry in the Bay Area, bringing together union labor, employers, workforce development organizations, public agencies, local governments, and community-based organizations.

FY 20-21 ACCOMPLISHMENTS

- N/A

FY 21-22 ACTIVITIES

- Provide connections to local governments and agencies. (N)
- Advise on strategies for market development and transformation. (N)
- Participate in partnership meetings and review draft program materials to allow the partnership to benefit from our existing knowledge, research, trainings, and resources. (N)
- Engage with and support contractors to increase capacity to meet current and future decarbonization demand in the residential sector. (N)
- Participate in roundtable discussions among contractors and market actors. (N)
- Use learnings from this partnership to inform other Agency efforts, including policy related to workforce, education and training, and residential decarbonization. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$0	\$16,980	\$16,980	0.05

FUNDING SOURCE, FY 21-22

Energy Council
\$16,980

Project Manager: Pat Cabrera

Funding Source: Household Hazardous Waste

DESCRIPTION

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

FY 20-21 ACCOMPLISHMENTS

- Promoted program through direct mail, targeted online media buys, and social media.
- County participation through December totaled almost 29,000 households (includes one-day events).
- Fremont facility served over approximately 8,900 households through December.
- Translated HHW webpage, appointment system, and select ads into Spanish.

FY 21-22 ACTIVITIES

- Ensure that the specific requirements outlined in the two MOUs are met. (O)
- Ensure timely delivery of data to the assessor's office for the HHW fee to appear on the property tax bills and pursue collection of the fee from property owners that are exempt from property taxes or did not receive a bill. (O)
- Continue to promote one-day events and the facilities through direct mail, targeted online media buys, and social media. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$7,003,694	\$89,659	\$7,093,353	0.20

FUNDING SOURCE, FY 21-22

<u>HHW Fees</u>
\$7,093,353

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Emily Alvarez
Funding Source: Other External

DESCRIPTION

Considers and makes recommendations on amendments to the Countywide Integrated Waste Management Plan (CoIWMP).

FY 20-21 ACCOMPLISHMENTS

- CoIWMP amendment and siting criteria for Certified Blue Recycling Facility in San Leandro approved.

FY 21-22 ACTIVITIES

- Submit any proposed amendments to the WMA Board for review and approval. (O)
- Process any applications for amendments to the CoIWMP in accordance with adopted procedures and legal requirements. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$10,000	\$0	\$10,000	0.00

FUNDING SOURCE, FY 21-22

Externally Funded
\$10,000

CONSERVATION EASEMENT MAINTENANCE

3211

Project Manager: Kelly Schoonmaker

Funding Source: Other External

DESCRIPTION

Dedicated to the management of the conservation easement on WMA property in the Altamont Hills, accepts endowment funds from the California Rangeland Trust (CRT) to manage and maintain this parcel to meet the goal of the Conservation Easement Management Plan.

FY 20-21 ACCOMPLISHMENTS

- Worked with CRT to schedule maintenance activities, schedule monitoring visits, and create management and expenditure report.

FY 21-22 ACTIVITIES

- Oversee management and maintenance of easement to meet conservation goals established in the Conservation Easement Management Plan. (O)
- Prepare annual report for CRT on management of easement. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$50,000	\$6,315	\$56,315	0.01

FUNDING SOURCE, FY 21-22

Externally Funded
\$56,315

FY 21-22 Activities: (O) - Ongoing (N) - New

MISCELLANEOUS GRANTS & PASS THROUGHS

3021

Project Manager: Pat Cabrera

Funding Source: Other External

DESCRIPTION

Allows for the expenditure of miscellaneous grants that are less than \$50,000. In 2010, the WMA Board adopted a policy that allows the Executive Director or designee to accept individual grants up to \$50,000 without Board approval. The policy also allows the Executive Director to expend up to the individual grant amount (not to exceed \$50,000), provided that an appropriation to expend miscellaneous grants is budgeted. This appropriation of \$300,000 is an estimate of what these smaller grants may total in the upcoming fiscal year, and will be adjusted in subsequent fiscal years as needed. In addition, this project will cover additional pass through monies to member agencies and Recycled Product Purchase Preference program if revenue exceeds estimates. An additional \$400,000 is budgeted for this purpose.

FY 20-21 ACCOMPLISHMENTS

- No grants less than \$50,000 received in FY 19-20, none anticipated in FY 20-21.

FY 21-22 ACTIVITIES

- Administer grants under \$50,000 as needed. (O).
- Disburse additional pass through funds if needed. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$700,000	\$0	\$700,000	0.00

FUNDING SOURCE, FY 21-22

Externally Funded
\$700,000

FY 21-22 Activities: (O) - Ongoing (N) - New

RETIREE HEALTH PAYMENT

3031

Project Manager: Pat Cabrera

Funding Source: Other External

DESCRIPTION

Allows for the funding of retiree health payments from the Other Post Employee Benefit Retiree Health Trust Fund. Using this source of funds is fiscally sound as the trust is currently over funded.

FY 20-21 ACCOMPLISHMENTS

FY 21-22 ACTIVITIES

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$308,577	\$0	\$308,577	0.00

FUNDING SOURCE, FY 21-22

<u>Externally Funded</u>
\$308,577

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Robin Plutchok

Funding Source: Other External

DESCRIPTION

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

FY 20-21 ACCOMPLISHMENTS

- Coordinated member agency working group to plan and implement media campaign.
- Implemented countywide media campaign promoting recycling and proper disposal of used motor oil and filters.
- Coordinated efforts with Contra Costa County.
- Incorporated new campaign developed by San Francisco Environment into online paid advertising to test messaging. Included Spanish-language translation in select ads.
- Added an online advertising media effort targeting used oil recycling to the boating and marina community.
- Participated in regional Rider's Recycle program promoting motor oil recycling to motorcycle riders.

FY 21-22 ACTIVITIES

- Implement countywide media campaign promoting used oil and filter recycling leveraging funds contributed from member agency CalRecycle Payment Program funds. (O)
- Coordinate with member agencies to ensure receipt of CalRecycle Used Oil Payment Program contributions. (O)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$76,750	\$6,828	\$83,578	0.05

FUNDING SOURCE, FY 21-22

Externally Funded
\$83,578

MEASURE D DISBURSEMENT

2220

Project Manager: Meri Soll

Funding Source: Pass Through

DESCRIPTION

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

FY 20-21 ACCOMPLISHMENTS

- Disbursed funds in a timely manner.
- Received annual expenditure reports from all member agencies.
- Provided Technical Advisory Committee (TAC) with updates regarding Measure D distribution budget affected by COVID-19 as well as presentation and technical assistance for yearly reporting requirements/submittals.

FY 21-22 ACTIVITIES

- Disburse funds in a timely manner. (O)
- Receive and review annual expenditure reports from all member agencies. (O)
- Create regular quarterly communications with member agency staff including TAC, city managers and the Board regarding member agency's fund balance, Measure D policy changes, as well as data requirements and submittal requests. (O)
- Coordinate with five-year audit contractor. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$4,804,641	\$0	\$4,804,641	0.00

FUNDING SOURCE, FY 21-22

<u>RB Municipalities</u>
\$4,804,641

FY 21-22 Activities: (O) - Ongoing (N) - New

Project Manager: Miya Kitahara

Funding Source: Pass Through

DESCRIPTION

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

FY 20-21 ACCOMPLISHMENTS

- Provided Measure D Recycled Product Purchase Preference funds to undertake recycled product and EPP activities.
- Developed Green Spend tool for institutionalizing sustainable purchasing (EPP) and product selection decisions, integrating SB 1383 and other procurement requirements.
- Worked with GSA on the Alameda County Public Agencies Green Purchasing Roundtable meetings to integrate the Green Spend Tool and prepare for recycled-content paper product purchasing mandated under SB 1383.
- Worked with six cities to update EPP policies and to integrate Sustainable Procurement policies and tools into city purchasing processes.
- GSA implemented SB 1383 compliant specifications for procurement of paper products and recovered organic materials in the following county contracts valued at over \$2 million: office paper and office supplies as well as landscape services.
- Developed and posted guidance for county vendors, with a focus on community-based organizations and childcare centers, on sustainability and operational resilience to climate impacts such as wildfire, power shutoff, heat, and smoke.
- GSA provided technical assistance to eight member agency cities and school districts within Alameda County and featured panelists on six purchasing-related conferences.

FY 21-22 ACTIVITIES

- Provide funding, assistance, and oversight for Alameda County GSA staffing and member agencies to undertake recycled product and EPP activities in the county. (O)
- Assist member agencies with EPP policy adoption and implementation, including updating EPP resources and supporting the Alameda County Green Purchasing Roundtable meetings. (O)
- Support member agencies in SB 1383 procurement requirements. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$625,030	\$18,554	\$643,583	0.04

FUNDING SOURCE, FY 21-22

RB RPP
\$643,583

PERS DISCRETIONARY PAYMENT

3030

Project Manager: Pat Cabrera

Funding Source: One-Time (Fund Balance)

DESCRIPTION

Project established to make additional discretionary payments to CalPERS to pay down/off the Agency's unfunded pension liability.

FY 20-21 ACCOMPLISHMENTS

- Worked with CalPERS actuary to develop funding scenarios to improve the Agency's funded status.
- WMA Board adopted a pension funded status goal of at least 95 percent and for the Agency to make additional discretionary payments (depending on funding availability) to be 100 percent funded by the beginning of FY 25-26.

FY 21-22 ACTIVITIES

- Make an additional one-time payment of \$1 million as part of the policy to achieve a pension funded status of at least 95 percent. (N)

PROJECT COST, FY 21-22

<u>Hard Costs</u>	<u>Labor Plus Overhead Costs</u>	<u>Total Cost</u>	<u>FTEs</u>
\$1,000,000	\$0	\$1,000,000	0.00

FUNDING SOURCE, FY 21-22

<u>939 Fee</u>	<u>Mitigation</u>	<u>RB Administration</u>	<u>RB Discretionary</u>
\$100,000	\$300,000	\$50,000	\$50,000
<u>RB Grant to Non Profit</u>	<u>RB Source Reduction</u>	<u>RB Market Development</u>	
\$300,000	\$50,000	\$150,000	

APPENDIX A

COIWMP GOALS BY PROJECT

APPENDIX A - COIWMP GOALS BY PROJECT

The annual budget implements the goals, objectives and policies in the CoIWMP Countywide Element. The listing below connects projects to specific CoIWMP goals.

	Disposal Capacity	Infrastructure	Materials Mgt	Public Engagement	Regional Collaboration	Funding
CORE FUNDING						
Building Materials Reuse & Efficiency	✓	✓	✓		✓	
Building Services & Partnerships	✓	✓	✓	✓	✓	
Carbon Farm Planning & Implementation	✓		✓		✓	
Community Engagement	✓		✓	✓	✓	
Compost & Mulch	✓	✓	✓	✓	✓	
Fee Enforcement						✓
Food Waste Reduction	✓		✓	✓	✓	
General Agency Communication			✓	✓	✓	
General Planning	✓	✓	✓	✓	✓	✓
Landscape Services & Partnerships	✓		✓	✓	✓	
Legislation	✓	✓	✓	✓	✓	
Measurement & Analysis	✓		✓			
Member Agency Advisory Groups					✓	
Packaging	✓		✓		✓	
Project Implementation Resources			✓			
Property Management	✓					✓
Recycling Board Five Year Audit						✓
Research & Studies: Discards Programs	✓		✓		✓	
Resources for Upstream Projects	✓	✓	✓	✓	✓	
Reusable Bag Ordinance Implementation			✓	✓	✓	
Reusable Food Ware	✓	✓	✓	✓	✓	
SB 1383 Implementation Support	✓	✓	✓	✓	✓	
Waste Prevention Tools & Messaging			✓	✓	✓	

	Disposal Capacity	Infrastructure	Materials Mgt	Public Engagement	Regional Collaboration	Funding
EXTERNAL FUNDING						
ENERGY COUNCIL						
Air District Multifamily Electric Vehicle Pilot						
BayREN (Bay Area Regional Energy Network)					✓	
Energy Council Incubator					✓	
Heat Pump Water Heater Grant						
High Road Training Partnership						
HOUSEHOLD HAZARDOUS WASTE						
Household Hazardous Waste Facilities	✓	✓	✓	✓	✓	✓
OTHER EXTERNAL						
CoIWMP Amendments Application		✓			✓	
Conservation Easement Maintenance	✓					✓
Miscellaneous Grants & Pass Throughs						✓
Retiree Health Payment						
Used Oil Recycling Grant			✓	✓	✓	
PASS THROUGH FUNDING						
Measure D Disbursement	✓	✓			✓	
Recycled Product Purchase Preference			✓		✓	
ONE-TIME FUNDING (FUND BALANCE)						
PERS Discretionary Payment						✓