DATE: May 23, 2018

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

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

SUBJECT: Proposed FY 2018-19 Budget

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

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

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

The proposed FY 18-19 budget totals approximately $30.8 million, with the following breakdown:
- WMA: $12,729,538
- Energy Council: $7,393,559
- Recycling Board: $10,715,006

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

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

Attachment A: WMA Budget Resolution
Attachment B: EC Budget Resolution
Attachment C: Annual Budget – Fiscal Year 2018-19
Attachment D: Salary Ranges and Steps and Authorized Positions
Attachment E: Excerpts from the HR Manual
ATTACHMENT A

ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY
RESOLUTION #WMA 2018 -

MOVED:
SECONDED:

AT THE MEETING HELD MAY 23, 2018
THE ALAMEDA COUNTY WASTE MANAGEMENT AUTHORITY AUTHORIZES ADOPTION OF
THE FISCAL YEAR 2018-19 BUDGET; PROJECT CONTRACTS; CHANGES TO THE HUMAN RESOURCES (HR) MANUAL
AND AUTHORIZED POSITIONS AND SALARY SCHEDULE

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

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

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

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

1. Adopts the Authority’s portion of the Annual Budget, Fiscal Year 2017-18 (Attachment C) with expenditures
totaling $12,729,538 and authorizes staff to proceed with Authority administration, programs and
operations in accordance with the adopted budget, effective July 1, 2018.

2. Authorizes the attached salary schedule and authorized positions (Attachment D).

3. Approves sections 1.6, 1.6.1, 2.21, 2.2.2 B., C., and E. of the HR manual. (Attachment E).

4. Authorizes staff to create or modify job descriptions as necessary.

5. Changes the Executive Director’s annual review from October to July to coincide with the rest of staff.

6. Authorizes the following new or augmented contracts and/or spending authority for Fiscal Year 2018-19
subject to approval as to form by Legal Counsel, and consistent with the Authority’s purchasing policy:

Contracts/Spending Authority by Project:

Packaging
Cascadia Consulting Group $ 20,000
Technical assistance for reusable transport packaging
Gigantic Ideas Studio $ 25,000
Marketing and outreach support

Food Waste Reduction
Zero Company $ 70,000
Online media purchases including digital/mobile ads,
facebook, gmail ads, etc.
Intersection $ 85,000
Transit ads (BART)
Cascadia Consulting Group $ 20,000
To provide food loss and recovery research and technology/tools analysis
### Underground Advertising
Creative development for the Stop Food Waste (SFW) campaign  
**Gigantic Idea Studio**  
To develop consumer facing and business tools for the  
Food Waste Reduction Smart Kitchen Initiative

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative development for the SFW campaign</td>
<td>$75,000</td>
</tr>
<tr>
<td>To develop consumer facing and business tools</td>
<td>$20,000</td>
</tr>
</tbody>
</table>

### Reusable Bag Ordinance Implementation
**Stealth Marketing**  
Inspectors and surveys

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspectors and surveys</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

### Mandatory Recycling Ordinance (MRO) Implementation
**Cascadia Consulting Group**  
Technical assistance to businesses and multi-family properties

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical assistance to businesses and multi-family properties</td>
<td>$350,000</td>
</tr>
</tbody>
</table>

**Stealth Marketing**  
Contracted MRO inspectors

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contracted MRO inspectors</td>
<td>$13,000</td>
</tr>
</tbody>
</table>

**Gigantic Idea Studio**  
Marketing and outreach services

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing and outreach services</td>
<td>$13,000</td>
</tr>
</tbody>
</table>

### Construction & Demolition
**Recycling Certification Institute (RCI)**
To provide third party certifications of mixed C&D facilities

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide third party certifications of mixed C&amp;D facilities</td>
<td>$80,000</td>
</tr>
</tbody>
</table>

### Used Oil Recycling (externally funded)
**Zero Company**  
Online media purchases including digital/mobile ads,  
facebook, gmail ads, etc.

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online media purchases including digital/mobile ads, facebook, gmail ads, etc.</td>
<td>$30,000</td>
</tr>
</tbody>
</table>

**Lamar**  
Transit Ads (Bus)

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit Ads (Bus)</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

**Intersection**  
Transit Ads

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transit Ads</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

**Gigantic Ideas Studio**  
To manage outreach campaign

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>To manage outreach campaign</td>
<td>$12,000</td>
</tr>
</tbody>
</table>

### Household Hazardous Waste (HHW) Facilities
**Autumn Press**  
Printing and mailing services

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printing and mailing services</td>
<td>$80,000</td>
</tr>
</tbody>
</table>

**Zero Company**  
Online media purchases including digital/mobile ads,  
facebook, gmail ads, etc.

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online media purchases including digital/mobile ads, facebook, gmail ads, etc.</td>
<td>$90,000</td>
</tr>
</tbody>
</table>

### Business Assistance Supporting Activities
**Starline Supply Company/Waxie Supply**  
Suppliers of indoor food scrap bins (note: participants have a choice of either supplier; the amount listed is the total budgeted for this expense)

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suppliers of indoor food scrap bins</td>
<td>$150,000</td>
</tr>
</tbody>
</table>

### Administrative Overhead (OH) (includes general OH, accounting and budgeting and information systems)
**Shute, Mihaly and Weinberger, LLP**  
Authority counsel, charged against multiple projects as appropriate

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority counsel, charged against multiple projects as appropriate</td>
<td>$151,000</td>
</tr>
</tbody>
</table>

**Driver Alliant Insurance**  
Agency insurance

<table>
<thead>
<tr>
<th>Service Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency insurance</td>
<td>$152,500</td>
</tr>
</tbody>
</table>
Campbell Keller
Work stations: funding for this upgrade comes from FY 17-18 and prior year encumbrances saved for this purpose
Tyler Technologies
Financial system upgrade, maintenance, and support

$ 150,000

$ 63,000

Measure and Analysis
Stealth Marketing
Field sampling of garbage, recycling and organics bins for program analysis

$ 40,000

Schools Based Community Outreach
Versalar, DBA Pronto Transportation
Bus services for transportation to the Ed Centers

$ 130,000

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

AYES:
NOES:
ABSTAIN:
ABSENT:

Wendy Sommer, Executive Director
ENERGY COUNCIL
RESOLUTION #EC2018-

MOVED:
SECONDED:

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

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

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

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

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

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

AYES:
NOES:
ABSTAIN:
ABSENT:

____________________________________
Wendy Sommer, Executive Director
### Grade Classification

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

**N/A** Intermittent hourly rates

- 20.00/hr
- 105.64/hr

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

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

*** Serves as the Agency’s Treasurer pursuant to the Agency’s Investment policy and applicable state law.
1.6 Employment Process

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

1.6.1 Recruitment and Selection Procedures

The employment process will be comprised of the following stages:

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

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

2.2.1 Salary Adjustment Plan Design

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

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

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

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

2.2.2 Changes in Status

A. Completion of Probationary Period - All regular status employees shall serve a twelve (12) month employment probationary period.

B. Promotions – Promoted employees shall be placed in the higher salary range and will be placed in the salary step that aligns closest to a 5% increase (but not to exceed the maximum of the new range) or the bottom of the new salary range, whichever is greater. If the employee moves from a non-exempt to an exempt position, the rules regarding overtime compensation and administrative leave for the new position will apply.

C. Compensation When Reclassified – When an employee’s position is reclassified to a higher level classification, or when a classification is assigned to a higher salary range, the employee will be placed in the salary step that aligns closest to a 5% increase (not to exceed the maximum of the new salary range) or the bottom of the new salary range, whichever is greater. If the employee moves from a non-exempt to an exempt position, the rules regarding overtime compensation and administrative leave for the new position will apply.
When an employee’s position is reclassified to a lower paid classification and/or a lower paid salary range (generally due to a classification study), the employee shall retain her/his present salary but will not receive any general wage (CPI) increases until the employee’s new salary range exceeds the employee’s current salary.

D. **Voluntary Demotion** - Employees who are voluntarily demoted shall be placed in the new classification’s salary range, at the same salary if it is within the new range. Salary will be adjusted if it is outside the new range. The new salary shall not exceed the maximum rate for the new, lower salary range, without approval of the ASD and ED.

E. **Involuntary Demotion** - Employees who are involuntarily demoted as a result of disciplinary action shall be placed in the new classification range and their salary may be reduced by placing them in the step which aligns closest to a five percent (5%) reduction from their present salary. However, their salary shall not exceed the maximum rate for the new lower salary range, without approval of the ASD and ED.
ABOUT THE AGENCY

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

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

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

WASTE MANAGEMENT AUTHORITY (ACWMA)

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

SOURCE REDUCTION AND RECYCLING BOARD

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

ENERGY COUNCIL

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

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

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

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

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

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

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

Wendy Sommer, Executive Director
ACKNOWLEDGEMENTS - FY 18-19 INTEGRATED BUDGET

SUBMITTED BY:
Wendy Sommer, Executive Director
Pat Cabrera, Administrative Services Director

FINANCIAL INFORMATION PREPARED BY:
Todd High, Financial Services Manager
Nisha Patel, Accountant
Jenny O'Brien, Senior Administrative Assistant

DOCUMENT PREPARED BY:
Jeff Becerra, Communications Manager
Chris Ross, Graphic Designer/Developer
Meghan Starkey, Senior Program Manager

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

### I. PROGRAM OVERVIEW

- Guiding Principles, Goals, and Indicators ......................................................... I-1
- Key Program Activities ....................................................................................... I-4

### II. FINANCIAL INFORMATION

- Revenue ................................................................................................................ II-2
- Expenditures .......................................................................................................... II-4
- Workforce Related ................................................................................................ II-5
- Non-Project Costs (Overhead) .............................................................................. II-6
- Fund Balances and Reserves ................................................................................ II-7

### III. FINANCIAL ATTACHMENTS

- Projects By Funding Source ............................................................................... III-1
- Fund Balances Available ...................................................................................... III-5
- Schedule of Reserves ........................................................................................... III-7

### IV. PROJECT CHARTERS

- 1020 - Landscape Services and Partnerships .................................................. IV-1
- 1150 - Bay-Friendly Water Efficient Landscape Prop 84. ............................... IV-2
- 1153 - Bay-Friendly Water Efficient Landscape Prop 84 Round III ............... IV-3
- 1200 - Packaging ................................................................................................. IV-4
- 1210 - Recycled Product Purchase Preference ................................................ IV-5
- 1220 - Food Waste Reduction ............................................................................ IV-6
- 1250 - Reusable Bag Ordinance Implementation. ........................................... IV-7
- 1260 - Compost and Mulch................................................................................ IV-8
- 1347 - BayREN (Bay Regional Energy Network) .............................................. IV-9
- 1348 - PG&E Local Government Partnership ................................................ IV-10
- 1349 - Energy Council Incubator .................................................................... IV-11
- 1350 - Building Services and Partnerships ..................................................... IV-12
- 1355 - Multi-Family Challenge Grant ............................................................... IV-13
- 1411 - CalRecycle K-12 Grant ......................................................................... IV-14
- 2030 - Revolving Loan Fund ........................................................................... IV-15
- 2040 - Competitive Grants ................................................................................ IV-16
- 2090 - Mandatory Recycling Implementation .............................................. IV-17
- 2110 - Construction & Demolition Debris Recycling .................................... IV-18
- 2220 - Measure D Disbursement .................................................................... IV-19
- 2311 - Used Oil Recycling Grant ..................................................................... IV-20
- 2312 - Household Hazardous Waste Facilities ............................................ IV-21
- 2420 - Business Assistance Supporting Activities ....................................... IV-22
3021 - Miscellaneous Small Grants Administration ........................................ IV-23
3210 - Property Management ................................................................IV-24
3230 - Technical Advisory Committee .................................................. IV-25
3240 - Fee Enforcement ........................................................................ IV-26
3250 - Carbon Farm Planning & Implementation ................................ IV-27
3410 - General Planning .......................................................................... IV-28
3416 - CoIWMP Amendments Application ........................................ IV-29
3460 - Five Year Audit ........................................................................... IV-30
3480 - Measurement and Analysis ........................................................ IV-31
3510 - General Agency Communication ................................................ IV-32
3530 - Legislation .................................................................................. IV-33
3570 - Community Based Outreach ...................................................... IV-34
3580 - Schools Based Community Outreach .......................................... IV-35

V. APPENDIXES. .................................................................................. V-1

Appendix A - Classification, Grade, and Salary Step Structure .................. V-1
I. PROGRAM OVERVIEW
I. PROGRAM OVERVIEW

GUIDING PRINCIPLES, GOALS, AND INDICATORS

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

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

GUIDING PRINCIPLES

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

Our programmatic focus continues to shift upstream as we increasingly emphasize projects that target “reduce” and “reuse” in the waste reduction hierarchy. A significant driver for this shift in FY 17-18 and FY 18-19 is the implementation of new outreach and education programs focused on reducing consumer food waste.
In November of this year, we will revisit the priorities above based on current conditions and work progress, and reaffirm or establish new priorities for the Agency.

**GOALS**

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

**FIGURE 1: PROGRAMS BY HIERARCHY**

**FIGURE 2: AGENCY GOALS THROUGH 2018**

<table>
<thead>
<tr>
<th></th>
<th>Organics</th>
<th>Packaging</th>
<th>Built Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REDESIGN</strong></td>
<td>Increase in materials optimization</td>
<td>Increasing state and local policies addressing reduction of wasted food</td>
<td>Increase in presence of environmentally certified building materials</td>
</tr>
<tr>
<td><strong>RETHINK</strong></td>
<td>10% increase of families likely to reduce food waste at home</td>
<td>Not selected as a priority</td>
<td>Not selected as a priority</td>
</tr>
<tr>
<td><strong>REDUCE / REUSE</strong></td>
<td>10% of food service and grocers participate in food donation</td>
<td>50% reduction in all single-use bags distributed by newly affected stores</td>
<td>&lt;45% waste generated by construction and demolition projects in landfill</td>
</tr>
<tr>
<td><strong>RECYCLE / ROT</strong></td>
<td>&lt;20% organics in landfill</td>
<td>&lt; 5% recyclables in landfill</td>
<td></td>
</tr>
</tbody>
</table>
INDICATORS

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

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

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

FIGURE 3: BUDGET BY TOPIC AREA
KEY PROGRAM ACTIVITIES

ORGANICS

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

FOOD WASTE REDUCTION

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

COMPOST AND MULCH

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

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

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

BUILT ENVIRONMENT

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

- Provide technical and policy assistance to member agencies, highlighting the role of materials in the built environment to reduce and sequester carbon emissions and increase resiliency.
- Continue to monitor codes and standards and support policy changes that result in better optimization of materials and resources throughout the built environment.
- Develop partnerships through the Ellen MacArthur Foundation and advance local knowledge of circular economy practices in the built environment.
- Provide technical assistance and incentives to mixed construction and demolition recycling facilities to become third-party certified.
- Train member agency staff in sustainable landscaping practices and provide technical assistance for Bay-Friendly Rated Landscapes.
• Continue existing energy efficiency programs and pursue new funding opportunities and pilot projects to overcome barriers to building electrification and support a renewably powered grid, consistent with Energy Council priorities.

COMMUNICATIONS

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

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

ADMINISTRATION

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

• Provide member agency support and information activities through disposal tracking and reporting.
• Oversee the Authority owned parcels in the Altamont Hills, including managing and negotiating leases, licenses and wind power agreements.
• Continue enforcement of facility fee collection.
• Oversee the administration of the Household Hazardous Waste program, which includes ensuring compliance with the terms of the Memoranda of Understanding between the Waste Management Authority and the Alameda County Department of Environmental Health, and the Authority and the City of Fremont.
PLANNING

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

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

NEW PROJECTS

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

DISCONTINUED PROJECTS

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

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

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

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

TABLE 1: AGENCY BUDGET BY CATEGORY

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Budget</td>
<td>$10,594,210</td>
</tr>
<tr>
<td>HHW Program</td>
<td>$6,455,669</td>
</tr>
<tr>
<td>Externally funded projects</td>
<td>$8,361,282</td>
</tr>
<tr>
<td>Reserve funded projects</td>
<td>$103,000</td>
</tr>
<tr>
<td>Other: Pass through projects and RLF</td>
<td>$5,323,942</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$30,838,103</strong></td>
</tr>
</tbody>
</table>

With the exception of the HHW program we call the fee funded projects over which the Boards have significant discretion the “core,” and report both core spending and core revenues as a subset of this budget. Table 3 (on page II-7) provides a list of projects included in the core. The core excludes projects over which we do not have significant spending discretion: Measure D disbursements, the Recycling Board Recycled Product Purchase Preference Program (RPPP), about $8.4 million of grant or other external funding that we expect to receive, and the countywide household hazardous waste program.

Core revenues are estimated to total approximately $10.8 million, which exceeds core expenditures by approximately $200,000. Based on revenue projections that we will update at least annually, we don’t anticipate the need for a fee increase in the near future. Through very prudent spending these past years...
years we have accumulated a healthy fund balance in addition to our reserves, which will provide a solid funding contingency as we work towards achieving our goals.

REVENUE

REVENUE ESTIMATES

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

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

The miscellaneous grants project is a “placeholder” appropriation, which implements the Board-adopted grants policy allowing the Executive Director to accept grant awards and authorize corresponding expenditures of up to $50,000 per grant. This appropriation is an upper-end estimate of what these smaller grants might total in the upcoming fiscal year. These sources of revenue are (or in the case of the miscellaneous grants will be) tied to specific spending. Although many are multiple year projects, they are not considered part of the core budget.

FIGURE 4. REVENUE BY FUNDING SOURCE

* Includes $250,000 in fees collected through enforcement
Not included in the budget at this time is the proposed payment for the conservation easement at our property at the Altamont hills, which we estimate will range between $1.2 million - $1.4 million. As previously approved, a portion of those funds (approximately $600,000) will go to the Fiscal Reserve with the balance going to the Pension Liability Reserve (see pages II-9,10).

FEES

StopWaste levies various fees that help fund compliance with state and local waste reduction mandates. These fees (with the exception of the HHW fees) fund approximately 92% of the core budget for FY 18-19 and are as follows:

- **Facility Fee** - $4.34 per ton on all Alameda County solid waste landfilled within California. Funds countywide recycling, waste prevention and planning efforts.
- **HHW Fee** - $2.15 per ton disposed. Levied, pursuant to AB 939, on wastes disposed in Alameda County and all wastes generated in Alameda County transferred through an in-county solid waste facility for out-of-county disposal. Additionally, in 2014 the Authority Board adopted a separate HHW annual fee ($7.40 per residential property unit in FY 18-19) paid via property taxes to fund program continuation and expansion.
- **Measure D Landfill Surcharge** - $8.23 per ton is collected on waste disposed at the Vasco Road and Altamont Landfills. About 55% is allocated to participating Alameda County municipalities for waste reduction efforts and about 45% for specified countywide waste reduction programs including grants to nonprofit organizations, administered by StopWaste.
- **Import Mitigation Fee** - $4.53 per ton is collected on all wastes landfilled in Alameda County that originate out-of-county.
EXPENDITURES

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

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

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

FIGURE 5: EXPENDITURES BY FUNDING SOURCE
**WORKFORCE RELATED**

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

- A new salary grade structure with an eight-step salary range and 3% increments between steps (See Appendix A)

- Reclassifications and new classifications as recommended by RSG and by the Executive Director based on the needs of the Agency, not to exceed the authorized full time equivalents (FTEs) as approved through the annual budget process. The total FTEs for FY 18-19 including limited term and intermittent staff is 46.5.

- Newly adjusted salary ranges which include a 2.7% CPI increase effective the closest pay period to July 1, 2018.

- Changes to Sections 1.6, 1.6.1, 2.21, 2.2.2 B., C., and E. of the HR manual.

- Authorize staff to create or modify job descriptions as necessary.

- Changing the ED’s annual review from October to July to coincide with the rest of staff.

Funding for the salary changes is incorporated in the budget and will total approximately $270,000. The Executive Director’s salary is based on her current contract, and therefore that salary change is not included in this calculation.

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

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

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

**TABLE 2: NON-PROJECT COSTS**

<table>
<thead>
<tr>
<th>Non-Project Category</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Overhead (includes IT, HR, Accounting and Finance, contract administration,</td>
<td>$3,292,745</td>
</tr>
<tr>
<td>general legal assistance, insurance, facility management, etc.)</td>
<td></td>
</tr>
<tr>
<td>Recycling Board Administration</td>
<td>$100,616</td>
</tr>
<tr>
<td>Waste Management Authority Administration</td>
<td>$151,084</td>
</tr>
<tr>
<td>Leave (vacation, sick leave, holiday, etc.)</td>
<td>$988,121</td>
</tr>
<tr>
<td>Other non-project hours (non-project staff meetings, time spent on general activities</td>
<td>$168,269</td>
</tr>
<tr>
<td>as preparing evaluations, reviewing contracts, etc.)</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,700,835</strong></td>
</tr>
</tbody>
</table>
### TABLE 3: CORE BUDGET

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

### FUND BALANCES AND RESERVES

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

The Agency’s fund balances available at year end are projected to total $22,211,638. Of this amount, the Authority fund balance is projected to total $13,982,251 (of which $11,803,931 are HHW fees), the Recycling Board fund balance is projected to total $8,111,978 and the Energy Council fund balance is projected to total $117,409. These fund balances should allow the Agency to fund core operations for the next several years as we continue to address both our programmatic and long-term fiscal goals.

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

FIGURE 6: FUND BALANCES AS OF JUNE 30, 2019
RESERVES

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

TABLE 4: PROPOSED RESERVES FY 18-19

<table>
<thead>
<tr>
<th>Reserves</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organics Processing Development Reserve</td>
<td>$5,589,699</td>
</tr>
<tr>
<td>Pension Liability Reserve</td>
<td>$0</td>
</tr>
<tr>
<td>Fiscal Reserve</td>
<td>$1,512,987</td>
</tr>
<tr>
<td>5 Year Audit/Other Studies Reserve</td>
<td>$50,000</td>
</tr>
<tr>
<td>Building Maintenance Reserve</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,202,686</strong></td>
</tr>
</tbody>
</table>

THE ORGANICS PROCESSING DEVELOPMENT RESERVE

The Organics Processing Development (OPD) Reserve, established in 1998 for the development or advancement of in-county organics processing capacity or facilities, will have a balance of $5.6 million at the end of FY 18-19. Multiple facilities have gone through the CoIWMP amendment and conformance finding process and are in various stages of development with no need of Agency financing. Given that, the Agency will continue to allocate some portion of the OPD funds ($103,000 in FY 18-19) toward projects that promote increased participation in existing residential and commercial organics waste reduction programs.

Focusing more on organics diversion is consistent with the Agency’s waste reduction goals, since approximately 30% by weight of Alameda County’s residential and commercial garbage is compostable organics. Additionally, there are several statewide and national initiatives focused on getting organics out of the landfill, creating additional synergies for our increased efforts on organics related projects in FY 18-19.

PENSION LIABILITY RESERVE

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

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

In addition, we are establishing two new reserves:

FIVE-YEAR AUDIT/OTHER STUDIES RESERVE

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

BUILDING MAINTENANCE RESERVE

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

Estimated fund balances available and schedules of reserves are shown on pages III-4 – III-7.
III. FINANCIAL ATTACHMENTS
## PROJECTS BY FUNDING SOURCE - CORE FUNDED - FY 18-19

<table>
<thead>
<tr>
<th>Core Funded</th>
<th>Waste Management Authority</th>
<th>Energy Council</th>
<th>Recycling Board</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Facilities &amp; Enforcement</td>
<td>Mitigation</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td>--------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>1020 - Landscape Services and Partnerships</td>
<td>$369,924</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>1150 - Bay-Friendly Water Efficient Landscape Prop 84</td>
<td>$60,919</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>1200 - Packaging</td>
<td>$340,449</td>
<td>34</td>
<td>-</td>
</tr>
<tr>
<td>1220 - Food Waste Reduction</td>
<td>$1,262,550</td>
<td>25</td>
<td>-</td>
</tr>
<tr>
<td>1250 - Reusable Bag Ordinance Implementation</td>
<td>$223,102</td>
<td>22</td>
<td>-</td>
</tr>
<tr>
<td>1260 - Compost and Mulch</td>
<td>$245,853</td>
<td>25</td>
<td>-</td>
</tr>
<tr>
<td>1350 - Building Services And Partnerships</td>
<td>$363,630</td>
<td>172</td>
<td>-</td>
</tr>
<tr>
<td>2040 - Competitive Grants</td>
<td>$349,548</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2090 - Mandatory Recycling Implementation</td>
<td>$2,041,089</td>
<td>408</td>
<td>-</td>
</tr>
<tr>
<td>2110 - Construction &amp; Demolition Debris Recycling</td>
<td>$168,357</td>
<td>-</td>
<td>168</td>
</tr>
<tr>
<td>2420 - Business Assistance Supporting Activities</td>
<td>$229,612</td>
<td>92</td>
<td>-</td>
</tr>
<tr>
<td>3210 - Property Management</td>
<td>$167,461</td>
<td>-</td>
<td>167</td>
</tr>
<tr>
<td>3230 - Technical Advisory Committee</td>
<td>$83,939</td>
<td>84</td>
<td>-</td>
</tr>
<tr>
<td>3340 - Fee Enforcement</td>
<td>$130,432</td>
<td>-</td>
<td>130</td>
</tr>
<tr>
<td>3250 - Carbon Farm Planning &amp; Implementation</td>
<td>$35,495</td>
<td>35</td>
<td>-</td>
</tr>
<tr>
<td>3410 - General Planning</td>
<td>$307,113</td>
<td>249</td>
<td>58</td>
</tr>
<tr>
<td>3460 - Five Year Audit</td>
<td>$9,504</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3480 - Measurement And Analysis</td>
<td>$406,993</td>
<td>41</td>
<td>-</td>
</tr>
<tr>
<td>3510 - General Agency Communication</td>
<td>$1,336,488</td>
<td>1,056</td>
<td>-</td>
</tr>
<tr>
<td>3530 - Legislation</td>
<td>$348,076</td>
<td>313</td>
<td>-</td>
</tr>
<tr>
<td>3570 - Community Based Outreach</td>
<td>$646,232</td>
<td>646</td>
<td>-</td>
</tr>
<tr>
<td>3580 - Schools Based Community Outreach</td>
<td>$1,467,443</td>
<td>1,467</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Core Projects</strong></td>
<td><strong>$10,594,210</strong></td>
<td><strong>4,804</strong></td>
<td><strong>399</strong></td>
</tr>
</tbody>
</table>
### Projects by Funding Source - Non-Core Funded - FY 18-19

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Waste Management Authority</th>
<th>Energy Council</th>
<th>Recycling Board</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Facilities &amp; Enforcement</td>
<td>Mitigation OPD</td>
<td>Mitigation</td>
</tr>
<tr>
<td></td>
<td>Externally Funded</td>
<td>Benchmark Fee</td>
<td>HHW</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Act Budget</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Externally Funded</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Externally Funded</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1153 - Bay-Friendly Water Eff. Landscape Prop B4 Rd III</td>
<td>$32,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1347 - BayREN (Bay Regional Energy Network)</td>
<td>$6,019,444</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1348 - PG&amp;E Local Government Partnership</td>
<td>$715,623</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1349 - Energy Council Incubator</td>
<td>$122,500</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1355 - Multifamily Challenge Grant</td>
<td>$535,993</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1411 - CalRecycle K - 12 Grant</td>
<td>$465,723</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2311 - Used Oil Recycling Grant</td>
<td>$150,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3021 - Miscellaneous Small Grants Administration</td>
<td>$300,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3416 - CoWMP Amendments Application</td>
<td>$20,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$8,361,282</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>HHW</td>
<td>$6,455,669</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$6,455,669</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1210 - Recycled Product Purchase Preference</td>
<td>$482,733</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2030 - Revolving Loan Fund</td>
<td>$4,430</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2220 - RB Municipalities (Measure D 50%)</td>
<td>$4,836,779</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$5,323,942</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>OPD Funded Expenditure</td>
<td>$103,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$103,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Project Expenditures</td>
<td>$30,838,103</td>
<td>$4,804</td>
<td>$399</td>
</tr>
</tbody>
</table>
## REVENUE BY FUNDING SOURCE - FY 18-19

<table>
<thead>
<tr>
<th></th>
<th>Waste Management Authority</th>
<th>Energy Council</th>
<th>Recycling Board</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Facilities &amp; Enforcement</td>
<td>Mitigation : OPD</td>
<td>Mitigation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>21</td>
<td>24</td>
</tr>
<tr>
<td>Tonnage revenues</td>
<td>10,048,139</td>
<td>5,342</td>
<td>362</td>
</tr>
<tr>
<td>Property and Other revenues</td>
<td>482,700</td>
<td>-</td>
<td>433</td>
</tr>
<tr>
<td>HHW Fees</td>
<td>6,836,462</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Energy Council (Externally Funded)</td>
<td>7,343,566</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>WMA Externally Funded revenues</td>
<td>967,723</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>RB Municipalities (Measure D 50%) (Proj. 2220)</td>
<td>4,827,715</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Recycled Product Purchase Pref. (Measure D 5%) (Proj 1210)</td>
<td>482,772</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Interest</td>
<td>462,300</td>
<td>165</td>
<td>10</td>
</tr>
<tr>
<td>Total Revenues</td>
<td><strong>$ 31,451,375</strong></td>
<td><strong>$ 5,507</strong></td>
<td><strong>$ 804</strong></td>
</tr>
</tbody>
</table>

### Excess Of Revenue Over Expenditure

<table>
<thead>
<tr>
<th></th>
<th>Waste Management Authority</th>
<th>Energy Council</th>
<th>Recycling Board</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>613,272</td>
<td>703</td>
<td>103</td>
</tr>
<tr>
<td></td>
<td>405</td>
<td>-</td>
<td>531</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>(2)</td>
<td>(1)</td>
</tr>
<tr>
<td></td>
<td>187</td>
<td>14</td>
<td>223</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### FUND BALANCE AVAILABLE SUMMARY - FY 18-19

<table>
<thead>
<tr>
<th></th>
<th>Waste Management Authority</th>
<th>Energy Council</th>
<th>Recycling Board</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Facilities &amp; Enforcement</td>
<td>Mitigation - OPD</td>
<td>Mitigation</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>24</td>
<td>22</td>
</tr>
</tbody>
</table>

**Fund Balance Available**

<table>
<thead>
<tr>
<th>Beginning Fund Balance Available 7/1/17</th>
<th>$20,820,914</th>
<th>$1,163</th>
<th>$1,093</th>
<th>$369</th>
<th>$306</th>
<th>$41</th>
<th>$10,292</th>
<th>$114</th>
<th>$2</th>
<th>$70</th>
<th>$3,953</th>
<th>$1,808</th>
<th>$1,094</th>
<th>$2,166</th>
<th>$55</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Adjustments For Actuals (Revenue) 17/18 (net)</td>
<td>$1,356,688</td>
<td>745</td>
<td>(54)</td>
<td>$269</td>
<td>-</td>
<td>-</td>
<td>$172</td>
<td>(29)</td>
<td>127</td>
<td>127</td>
<td>127</td>
<td>127</td>
<td>127</td>
<td>127</td>
<td>127</td>
</tr>
<tr>
<td>Excess of Expenditures Over Revenue Budget 17/18</td>
<td>$274,869</td>
<td>(1,368)</td>
<td>-</td>
<td>$791</td>
<td>-</td>
<td>$0</td>
<td>$712</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>(945)</td>
<td>345</td>
<td>(141)</td>
<td>324</td>
<td>4</td>
</tr>
<tr>
<td>RLF Loan Repayment</td>
<td>$41,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>41</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other adjustments</td>
<td>$186,714</td>
<td>(265)</td>
<td>-</td>
<td>(214)</td>
<td>$306</td>
<td>$76</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(100)</td>
<td>(90)</td>
<td>-</td>
<td>-</td>
<td>100</td>
</tr>
<tr>
<td>Projected Fund Balance Available 7/1/18</td>
<td>$21,757,019</td>
<td>$276</td>
<td>$892</td>
<td>-</td>
<td>$117</td>
<td>$11,273</td>
<td>$116</td>
<td>$2</td>
<td>$11</td>
<td>$3,090</td>
<td>$2,124</td>
<td>$1,080</td>
<td>$2,717</td>
<td>$59</td>
<td></td>
</tr>
</tbody>
</table>

**Ending Fund Balance Available**

| RLF Loan Repayment | $42,000 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Less Net Reserves Transfers/Adjustments | $200,651 | 117 | 103 | (214) | - | (117) | - | - | - | - | (90) | - | - | - | - |
| Excess Revenue | $612,727 | 703 | [103] | 405 | - | - | 531 | 1 | [2] | (1) | (1,345) | 187 | 14 | 223 | 0 |
| Ending Fund Balance Available | $22,211,640 | $1,095 | $1,083 | - | $1,083 | $1,108 | $117 | 0 | $52 | $1,655 | $2,311 | $1,094 | $2,940 | $59 |
| Core Fund Balance | $10,178,750 | $1,095 | $1,083 | - | - | - | - | - | - | - | - | - | - | - |
| Other Fund Balance | $12,032,889 | $1,095 | $1,083 | - | - | - | - | - | - | - | - | - | - | - |
| WMA Fund Balance | $13,982,252 | $1,095 | $1,083 | - | - | - | - | - | - | - | - | - | - | - |
| RB Fund Balance | $8,111,977 | $1,095 | $1,083 | - | - | - | - | - | - | - | - | - | - | - |
| EC Fund Balance | $117,409 | - | - | - | - | - | - | - | - | - | - | - | - | - |

**Data in thousands: (,000)**
## FUND BALANCE AVAILABLE - WASTE MANAGEMENT AUTHORITY - FY 18-19

<table>
<thead>
<tr>
<th></th>
<th>BEG. FUND BALANCE JULY 1, 2017</th>
<th>NET ACTIVITY FY2017/18</th>
<th>ADJUSTMENTS</th>
<th>BEG. FUND BALANCE JULY 1, 2018</th>
<th>PROJECTED REVENUES</th>
<th>PROJECTED EXPENDITURES</th>
<th>TRANSFERS</th>
<th>ESTIMATED FUND BALANCE JUNE 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility Operators Fee</td>
<td>$1,163,420</td>
<td>$(622,759)</td>
<td>$(265,076)</td>
<td>(a) $275,585</td>
<td>$5,506,688</td>
<td>$(4,804,102)</td>
<td>$117,131</td>
<td>$1,095,302</td>
</tr>
<tr>
<td>Benchmark Fee</td>
<td>41,341</td>
<td>194</td>
<td>75,596</td>
<td>(b)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Externally Funded</td>
<td>(306,417)</td>
<td>-</td>
<td>306,417</td>
<td>(a)</td>
<td>967,723</td>
<td>(967,723)</td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td>Mitigation</td>
<td>368,724</td>
<td>736,438</td>
<td>(213,651)</td>
<td>(c)</td>
<td>891,511</td>
<td>804,203</td>
<td>(502,044)</td>
<td>103,000</td>
</tr>
<tr>
<td>HHW Fees</td>
<td>10,292,306</td>
<td>980,833</td>
<td></td>
<td></td>
<td>11,273,139</td>
<td>6,986,462</td>
<td>(6,455,669)</td>
<td>$11,803,931</td>
</tr>
</tbody>
</table>

**Authority Total**  
$11,559,374 $1,094,706 $96,714 $12,557,366 $14,265,076 $12,729,538 $103,000 $13,982,252

(a) Close deficit Projects to Fund Balance.  
(b) Closed Purchase Orders.  
(c) Transfer to reserves - $154k - Unspent 16/17 OPD funding.  
   - $49k Closed out prior year purchase order.  
   - $5k New Reserve 5 Year Audit.  
   - $5k New Building Maintenance Reserve.  
(d) Transfer $103k from Organics Processing Development (OPD) reserves.
## FUND BALANCE AVAILABLE - RECYCLING BOARD - FY 18-19

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recycling Board</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discretionary****</td>
<td>15% $3,952,795</td>
<td>$(772,957)</td>
<td>$(90,000)</td>
<td>$3,089,838</td>
<td>$1,573,316</td>
<td>$(2,918,129)</td>
<td>$-</td>
<td>$1,655,025</td>
</tr>
<tr>
<td>Grants to Non-Profits</td>
<td>10% $1,807,551</td>
<td>316,778</td>
<td></td>
<td>$2,124,329</td>
<td>965,544</td>
<td>$(778,846)</td>
<td>2,311,027</td>
<td></td>
</tr>
<tr>
<td>Source Reduction</td>
<td>10% $1,094,326</td>
<td>(14,085)</td>
<td></td>
<td>$1,080,241</td>
<td>965,544</td>
<td>$(951,862)</td>
<td>1,093,923</td>
<td></td>
</tr>
<tr>
<td>Market Development</td>
<td>10% $2,166,006</td>
<td>451,131</td>
<td>100,000</td>
<td>$2,717,137</td>
<td>965,544</td>
<td>$(742,227)</td>
<td>2,940,453</td>
<td></td>
</tr>
<tr>
<td>Recycled Prod. Purch. Prefer.</td>
<td>5% $54,754</td>
<td>4,350</td>
<td></td>
<td>$59,104</td>
<td>482,772</td>
<td>$(482,733)</td>
<td>59,143</td>
<td></td>
</tr>
<tr>
<td>Municipality Allocation</td>
<td>50% $1,560</td>
<td></td>
<td></td>
<td>$1,560</td>
<td>4,835,219</td>
<td>$(4,836,779)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Recycling Board Total</strong></td>
<td>$9,076,993</td>
<td>$(14,784)</td>
<td>10,000</td>
<td>$9,072,209</td>
<td>$9,787,939</td>
<td>$(10,710,576)</td>
<td>$-</td>
<td>$8,059,572</td>
</tr>
<tr>
<td><strong>Revolving Loan</strong></td>
<td>$70,235</td>
<td>$41,000</td>
<td>$(100,000)</td>
<td>$11,235</td>
<td>$3,600</td>
<td>$(4,430)</td>
<td>$42,000</td>
<td>$52,405</td>
</tr>
</tbody>
</table>

**Mandated percentage apportionment of revenue. Discretionary and Municipalities allocation includes interest.**

*3% of Discretionary funds may be used to cover expenses necessary to administer the Recycling Fund.*

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

(b) Transfer excess funds to Market Development.

## FUND BALANCE AVAILABLE - ENERGY COUNCIL - FY 18-19

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy Council</strong></td>
<td>$114,312</td>
<td>$1,897</td>
<td>$-</td>
<td>$116,209</td>
<td>$7,394,760</td>
<td>$(7,393,559)</td>
<td>$-</td>
<td>$117,409</td>
</tr>
<tr>
<td><strong>Energy Council Total</strong></td>
<td>$114,312</td>
<td>$1,897</td>
<td>$-</td>
<td>$116,209</td>
<td>$7,394,760</td>
<td>$(7,393,559)</td>
<td>$-</td>
<td>$117,409</td>
</tr>
</tbody>
</table>
### SCHEDULE OF RESERVES - WASTE MANAGEMENT AUTHORITY - FY 18-19

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

### CONTRACTUALLY COMMITTED RESERVES

<table>
<thead>
<tr>
<th>Wmac Transportation Improvement Program (Tip)</th>
<th>BALANCE JUNE 30, 2017</th>
<th>TRANSFERS IN</th>
<th>TRANSFERS IN</th>
<th>TRANSFERS OUT</th>
<th>TRANSFERS OUT</th>
<th>BALANCE JUNE 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,441,987</td>
<td>(3,441,987)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Sub-total: $3,441,987

### SCHEDULE OF RESERVES - RECYCLING BOARD - FY 18-19

<table>
<thead>
<tr>
<th>Fiscal Reserve</th>
<th>BALANCE JUNE 30, 2017</th>
<th>TRANSFERS IN</th>
<th>TRANSFERS IN</th>
<th>TRANSFERS OUT</th>
<th>TRANSFERS OUT</th>
<th>BALANCE JUNE 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>694,981</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>

Total: $694,981
IV. PROJECT CHARTERS
1020 - LANDSCAPE SERVICES AND PARTNERSHIPS

Project #: 1020
Project Manager: Jennifer West

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

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

FY 17-18 ACCOMPLISHMENTS
- Increased Bay-Friendly Rated Landscapes to 71 within Alameda County, covering 328 acres and using approximately 14,020 tons of recycled compost and mulch.
- Increased use of sheet mulching with cardboard, compost and mulch to 39 projects covering 42 acres.
- Provided Technical Assistance to 31 landscape projects and awarded four grants.
- Provided 38 member agency staff scholarships to professional trainings and qualification, increasing total number of member agency qualified staff to 398.
- Finalized and distributed Water Efficient Landscape Ordinance (WELO) implementation tools and updated webpage for member agency staff.
- Served on ReScape California Advisory Board.
- Supported the launch of Bay-Friendly Rated Landscape Scorecard Version Four.

FY 18-19 ACTIVITIES
- Promote Water Efficient Landscape Ordinance toolkit and provide technical assistance. (C)
- Promote scholarships and technical assistance to member agencies through e-news, case studies and an annual report. (O)
- Manage existing grants and technical assistance to member agencies on Bay-Friendly landscape projects. Promote Bay-Friendly as a pathway to WELO compliance and develop model materials and policy for member agencies. (O)
- Sponsor ReScape CA. (O)
- Provide trainings and scholarships for member agency staff on Bay-Friendly Qualified Professional trainings. (O)
- Manage project, conduct program evaluation and develop recommendations to determine the future of Project 1020. (N)

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$71,500</td>
<td>$298,424</td>
<td>$369,924</td>
<td>1.22</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(33) RB Source Reduction  (34) RB Market Development
$122,075  $247,849
1150 - BAY-FRIENDLY WATER EFFICIENT LANDSCAPE PROP 84

Project #: 1150
Project Manager: Kelly Schoonmaker

DESCRIPTION
Provides administrative support for Prop 84 grant funded projects related to agency goals in regionalizing Bay-Friendly landscape standards and trainings and increasing use of compost and mulch. Supports the Energy Council’s goal for water and energy nexus projects. Participates in the Bay Area Integrated Regional Planning group with water agencies, flood control agencies, watershed, habitat based non profits and resource conservation districts.

FY 17-18 ACCOMPLISHMENTS
- Completed annual report of Round I of Prop 84 funding.
- Completed final report of Prop 84 Round II program implementation.
- Completed activities for Prop 84 Round III, including Lawn to Garden Marketplace run by StopWaste and administration of the regional water rebates with 12 partner water agencies Bay Area wide.

FY 18-19 ACTIVITIES
- Serve on the Bay Area Integrated Regional Water Management Planning Coordinating Committee to seek out external funding and to leverage agency projects Bay Area wide with other key stakeholders. (C)
- Provide support to implementation of Round 2 and 3 not covered in project 1153, such as grant administration and reporting, managing BKi and communication with water agencies, and monitoring rebate reallocations, grant and match funds. (C)

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>$60,919</td>
<td>$60,919</td>
<td>0.34</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(21) Facilities  (24) Mitigation  (34) RB Market Development
$4,264         $4,873        $51,781
1153 - BAY-FRIENDLY WATER EFFICIENT LANDSCAPE PROP 84 ROUND III

Project #: 1153
Project Manager: Lisa Pontecorvo

DESCRIPTION

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

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

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$32,000</td>
<td>$0</td>
<td>$32,000</td>
<td>0.00</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(22) Externally Funded

$32,000
1200 - PACKAGING

Project #: 1200
Project Manager: Justin Lehrer

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$140,000</td>
<td>$200,449</td>
<td>$340,449</td>
<td>0.75</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

<table>
<thead>
<tr>
<th>Facilities</th>
<th>RB Grant to Non Profit</th>
<th>RB Source Reduction</th>
<th>RB Market Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>$34,045</td>
<td>$20,000</td>
<td>$153,202</td>
<td>$133,202</td>
</tr>
</tbody>
</table>
1210 - RECYCLED PRODUCT PURCHASE PREFERENCE

Project #: 1210
Project Manager: Rachel Balsley

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

- Worked with Alameda County GSA to implement the MOU and provided Measure D Recycled Product Price Preference funds to undertake recycled product and EPP activities.
- Worked with Alameda County GSA on the Alameda County Public Agencies Green Purchasing Roundtable to develop tools, resources and host periodic meetings. Topics in FY 17-18 included an east county-focused workshop for implementing EPP programs and an all-county roundtable event highlighting opportunities to leverage purchasing to meet climate action goals.
- Updated EPP resources including the Traffic Control Products Fact Sheets and Guide to Green Maintenance and Operations.
- Assisted the City of Alameda with development of a proposed EPP policy.
- GSA researched and developed green and recycled-content bid specifications, and supported implementation of the following County contracts valued at $23 million: janitorial chemicals and papers, Santa Rita Jail inmate food services and toner and ink.
- GSA presented to webinar and in-person audiences totaling an estimated 500 people on green purchasing topics including sustainable food purchasing contract strategies, climate friendly purchasing tools and strategies, and general best practices in green purchasing.

FY 18-19 ACTIVITIES

- Assist member agencies with EPP Policy adoption and implementation, including the updating of EPP resources and supporting the Alameda County Green Purchasing Roundtable meetings. (O)
- Provide funding, assistance, and oversight for Alameda County GSA staffing to undertake recycled product and EPP activities in the county and to assist member agencies with the same, as per the MOU. (O)

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$462,988</td>
<td>$19,745</td>
<td>$482,733</td>
<td>0.08</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(35) RB RPP
$482,733
1220 - FOOD WASTE REDUCTION

Project #: 1220
Project Manager: Cassie Bartholomew

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

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

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

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$571,400</td>
<td>$794,150</td>
<td>$1,365,550</td>
<td>4.05</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

<table>
<thead>
<tr>
<th>(21) Facilities</th>
<th>(31) RB Discretionary</th>
<th>(33) RB Source Reduction</th>
<th>(34) RB Market Development</th>
<th>(24) Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>$25,251</td>
<td>$732,279</td>
<td>$441,892</td>
<td>$63,127</td>
<td>$103,000</td>
</tr>
</tbody>
</table>
1250 - REUSABLE BAG ORDINANCE IMPLEMENTATION

Project #: 1250
Project Manager: Meri Soll

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$21,000</td>
<td>$202,102</td>
<td>$223,102</td>
<td>1.00</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(21) Facilities     (31) RB Discretionary     (33) RB Source Reduction
$22,310             $111,551                      $89,241
1260 - COMPOST AND MULCH

Project #: 1260
Project Manager: Kelly Schoonmaker

DESCRIPTION
Focuses on increasing the availability, access to and quality of local, recycled bulk compost and mulch. Through a combination of strategic partnerships and in-house efforts, this project provides education to landscape professionals, public agencies, and home gardeners; promotes local compost and mulch vendors and producers; and works to create, support and enforce policies that increase the availability and use of quality compost and mulch.

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$107,000</td>
<td>$138,853</td>
<td>$245,853</td>
<td>0.57</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

<table>
<thead>
<tr>
<th>(21) Facilities</th>
<th>(34) RB Market Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>$24,585</td>
<td>$221,268</td>
</tr>
</tbody>
</table>
1347 - BAYREN (BAY REGIONAL ENERGY NETWORK)

Project #: 1347
Project Manager: Karen Kho

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th></th>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$5,459,500</td>
<td>$559,944</td>
<td>$6,019,444</td>
<td>3.48</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(40) Energy Council

$6,019,444
1348 - PG&E LOCAL GOVERNMENT PARTNERSHIP

Project #: 1348
Project Manager: Jennifer West

DESCRIPTION
Convenes the East Bay Energy Watch Strategic Advisory Committee (EBEW SAC), which is the advisory body of a two-county Local Government Partnership funded by PG&E. Supports strategic planning, tracks and provides updates on California Public Utility Commission (CPUC) and California Energy Commission (CEC) regulatory activities, and administers stipends and pass-through funding to local governments. Helps ensure policy coordination, equitable resource allocation and communication among Alameda County local governments, and between Alameda and Contra Costa Counties.

Provides recommendations to the SAC on how to enrich programmatic offerings to small-medium businesses, municipalities and residential sectors operating in both Alameda and Contra Costa Counties. Conducts Green House Gas (GHG) Data Inventory support and innovative pilot programs in both Alameda and Contra Costa Counties. Supports and delivers programmatic outreach.

FY 17-18 ACCOMPLISHMENTS
• Administered East Bay Energy Watch Strategic Advisory Committee.
• Managed Strategic Energy Resource pilot programs.
• Issued local government stipends totaling $60,000.
• Coordinated small commercial incentive programs with Green Business program.

FY 18-19 ACTIVITIES
• Coordinate EBEW program activity with BayREN, East Bay Community Energy and the Energy Council and StopWaste. (O)
• Participate in CPUC and CEC regulatory proceedings. (O)
• Execute agreements and administer pass-through funding to consultants and local governments in Alameda and Contra Costa Counties from PG&E. (O)
• Conduct strategic planning and provide technical oversight on pilot projects funded through Strategic Energy Resources. (O)
• Convene East Bay Energy Watch Strategic Advisory Committee of jurisdictions in Alameda and Contra Costa Counties. (O)

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$582,000</td>
<td>$133,623</td>
<td>$715,623</td>
<td>0.73</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(40) Energy Council
$715,623
1349 - ENERGY COUNCIL INCUBATOR

Project #: 1349
Project Manager: Karen Kho

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th></th>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$67,244</td>
<td>$55,256</td>
<td>$122,500</td>
<td>0.27</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(40) Energy Council

$122,500
1350 - BUILDING SERVICES AND PARTNERSHIPS

Project #: 1350
Project Manager: Miya Kitahara

DESCRIPTION
Promotes material use efficiency and circularity in the built environment by influencing planning, design, construction and maintenance. Partners with building industry organizations to ensure that materials management issues are addressed in current research, rating systems and other market transformation tools. Provides technical and policy assistance to member agencies and supports local climate action planning and implementation. Advances industry understanding of the climate change impacts of materials in the built environment.

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th></th>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$92,500</td>
<td>$271,130</td>
<td>$363,630</td>
<td>1.04</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

<table>
<thead>
<tr>
<th></th>
<th>(21) Facilities</th>
<th>(31) RB Discretionary</th>
<th>(32) RB Grant to Non Profit</th>
<th>(33) RB Source Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$171,815</td>
<td>$36,363</td>
<td>$10,000</td>
<td>$145,452</td>
</tr>
</tbody>
</table>
1355 - MULTI-FAMILY CHALLENGE GRANT

Project #: 1355
Project Manager: Ben Cooper

DESCRIPTION

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

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

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$212,500</td>
<td>$323,493</td>
<td>$535,993</td>
<td>1.96</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(40) Energy Council

$535,993
1411 - CALRECYCLE K-12 GRANT

Project #: 1411
Project Manager: Cassie Bartholomew

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

This is a new project for FY18-19.

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$453,611</td>
<td>$12,112</td>
<td>$465,723</td>
<td>0.08</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(22) Externally Funded

$465,723
2030 - REVOLVING LOAN FUND

Project #: 2030
Project Manager: Meri Soll

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

• Retained loan servicing company.

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$300</td>
<td>$4,130</td>
<td>$4,430</td>
<td>0.01</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(29) RB Revolving Loans

$4,430
2040 - COMPETITIVE GRANTS

Project #: 2040
Project Manager: Meri Soll

DESCRIPTION

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

- Reuse Operating Grants - Up to $20,000 to support ongoing reuse activities. For-profit entities may apply for grants if they operate a re-use entity.
- Competitive Grants - $20,000-$45,000 to support one-time larger projects.
- Mini-Grants - Up to $5,000 to all types of businesses, municipalities, and non profits for projects incorporating the 4Rs.
- Charity Thrift Grants - Up to $15,000 to thrift stores operating in Alameda County (to offset the cost of illegal dumping at their facilities).

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Cost Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hard Costs</td>
<td>$235,500</td>
</tr>
<tr>
<td>Labor Plus Overhead Costs</td>
<td>$114,048</td>
</tr>
<tr>
<td>Total Cost</td>
<td>$349,548</td>
</tr>
<tr>
<td>FTEs</td>
<td>0.39</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

- (32) RB Grant to Non Profit
- (34) RB Market Development

$324,548 $25,000
2090 - MANDATORY RECYCLING IMPLEMENTATION

Project #: 2090
Project Manager: Rachel Balsley

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

- Conducted over 11,000 inspections of covered commercial and multi-family accounts.
- Mailed ordinance notification and warning letters to covered account holders based on violations found during inspections, as well as general enforcement letters to other commercial accounts.
- Issued more than 300 citations to covered account holders for violations found during inspections, with approval of jurisdictions’ representatives.
- Reached out to more than 800 commercial accounts with waste reduction and compliance technical assistance. Priority given to accounts requesting assistance or receiving enforcement letters.
- Provided assistance to multi-family properties implementing organics collection upon request.
- Continued outreach regarding Phase 2 requirements, including direct mail to newly covered accounts and those with new requirements as of July 1, 2017 or January 1, 2018 (Fremont, Newark, and Union City).

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$728,000</td>
<td>$1,313,089</td>
<td>$2,041,089</td>
<td>6.05</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(21) Facilities (31) RB Discretionary

$408,218 $1,632,871
2110 - CONSTRUCTION & DEMOLITION DEBRIS RECYCLING

Project #: 2110
Project Manager: Meri Soll

DESCRIPTION

Offers technical assistance to member agencies to support Construction & Demolition Debris (C&D ordinance and code implementation, including incorporating Green Halo (a web based C&D tracking tool) into jurisdiction permitting systems. Acts as a liaison with both regional entities and member agencies and processing facilities to encourage third party certifications at mixed C&D facilities used by Alameda County contractors. Coordinates with local C&D facilities regarding diversion reporting. Provides technical assistance and outreach to the construction industry to increase jobsite recycling and deconstruction activities. Works with the building material reuse industry to promote reuse.

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$34,000</td>
<td>$134,357</td>
<td>$168,357</td>
<td>0.43</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(24) Mitigation

$168,357
2220 - MEASURE D DISBURSEMENT

Project #: 2220
Project Manager: Meri Soll

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

FY 17-18 ACCOMPLISHMENTS
• Disbursed funds in a timely manner.
• Received annual expenditure reports from all 16 member agencies.

FY 18-19 ACTIVITIES
• Review Member Agency Annual Data Reports to determine compliance with Board standards and assess eligibility of all participating agencies. (O)
• Solicit and receive Measure D Annual Expenditure reports from all participating agencies; evaluate reports for compliance with eligibility spending and fund accumulation polices adopted by the Recycling Board. (O)
• Make all quarterly disbursements in a timely manner. (O)

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4,836,779</td>
<td>$0</td>
<td>$4,836,779</td>
<td>0.00</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19
(27) RB Municipalities
$4,836,779
2311 - USED OIL RECYCLING GRANT

Project #: 2311
Project Manager: Robin Plutchok

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

FY 17-18 ACCOMPLISHMENTS
- Coordinated member agency working group to plan and implement campaign.
- Implemented countywide media campaign promoting recycling and proper disposal of used motor oil and filters with funds from member agency CalRecycle block grants.
- Coordinated efforts with Contra Costa County.
- Participated in regional Rider’s Recycle program, promoting motor oil recycling to motorcycle riders.
- Increased web traffic during campaign period from an average of 150 visitors per month to over 8,000.

FY 18-19 ACTIVITIES
- Implement countywide media campaign promoting used oil and filter recycling with funds contributed from member agency block grant funds. (O)
- Coordinate with member agencies to ensure receipt of block grant contributions. (O)

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$150,000</td>
<td>$0</td>
<td>$150,000</td>
<td>0.00</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(22) Externally Funded
$150,000
2312 - HOUSEHOLD HAZARDOUS WASTE FACILITIES

Project #: 2312  
Project Manager: Pat Cabrera

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6,293,898</td>
<td>$161,771</td>
<td>$6,455,669</td>
<td>0.49</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(28) HHW Fees

$6,455,689
**2420 - BUSINESS ASSISTANCE SUPPORTING ACTIVITIES**

Project #: 2420  
Project Manager: Rachel Balsley

**DESCRIPTION**

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

**FY 17-18 ACCOMPLISHMENTS**

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

**FY 18-19 ACTIVITIES**

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

**PROJECT COST, FY 18-19**

<table>
<thead>
<tr>
<th></th>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$150,000</td>
<td>$79,612</td>
<td>$229,612</td>
<td>0.39</td>
</tr>
</tbody>
</table>

**FUNDING SOURCE, FY 18-19**

(21) Facilities (31) RB Discretionary  
$91,845 $137,767
3021 - MISCELLANEOUS SMALL GRANTS ADMINISTRATION

Project #: 3021  
Project Manager: Patricia Cabrera

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

- No grants received in FY16/17.

FY 18-19 ACTIVITIES

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$300,000</td>
<td>$0</td>
<td>$300,000</td>
<td>0.00</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(22) Externally Funded

$300,000
3210 - PROPERTY MANAGEMENT

Project #: 3210
Project Manager: Kelly Schoonmaker

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

FY 17-18 ACCOMPLISHMENTS
- Maintained property and managed leases and cattle grazing licenses.
- Completed lease renewals and new licenses.
- Completed Conservation Easement Development.

FY 18-19 ACTIVITIES
- Represent the WMA as Property Manager in all transactions and in management of WMA Property. (O)
- Oversee property maintenance and manage easements, leases, and licenses on WMA property. (O)
- Collect revenue from lessees and licensees. (O)
- Oversee carbon farming project on Agency property, including planning, implementation of pilot project, and seeking funding for project expansion. (O)

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$85,500</td>
<td>$81,961</td>
<td>$167,461</td>
<td>0.29</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(24) Mitigation
$167,461
3230 - TECHNICAL ADVISORY COMMITTEE

Project #: 3230
Project Manager: Meghan Starkey

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

• Held monthly meetings of the TAC.
• Solicited input on implementation of Agency projects, including the reusable bag ordinance, mandatory recycling ordinance and benchmark report.
• Provided regular updates to TAC on agency programs of interest.
• Convened monthly meetings of sub-group to review draft regulations for SB1383 and facilitate member agency input to CalRecycle in coordination with StopWaste input.

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,200</td>
<td>$80,739</td>
<td>$83,939</td>
<td>0.26</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(21) Facilities

$83,939
3240 - FEE ENFORCEMENT

Project #: 3240
Project Manager: Todd High

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$44,000</td>
<td>$86,432</td>
<td>$130,432</td>
<td>0.38</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(21) Facilities

$130,432
3250 - CARBON FARM PLANNING & IMPLEMENTATION

Project #: 3250
Project Manager: Kelly Schoonmaker

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

FY 17-18 ACCOMPLISHMENTS
- Organized lectures on compost science, benefits, and uses for ACRCD, Natural Resource Conservation Service (NRCS), and partners.
- Conducted site visits to property for ACRCD, NRCS, Carbon Cycle Institute staff and advisors.
- Initiated carbon farm planning process.

FY 18-19 ACTIVITIES
- Oversee activities related to carbon farming on WMA property, including education to partners. (N)
- Provide support to carbon farming activities on WMA property. (N)

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10,000</td>
<td>$25,495</td>
<td>$35,495</td>
<td>0.10</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19
(21) Facilities
$35,495
3410 - GENERAL PLANNING

Project #: 3410
Project Manager: Anu Natarajan

DESCRIPTION
Provides general planning assistance to the agency, including strategic planning and priority-setting, as well as researching issues, developing positions on solid-waste related planning documents, responding to waste-related Environmental Impact Reports, assisting with climate work related to solid waste, and providing planning assistance on other topics. Develops projections for Alameda County waste stream to guide future fiscal planning efforts. Considers and makes recommendations on amendments to the Countywide Integrated Waste Management Plan (CoIWMP).

FY 17-18 ACCOMPLISHMENTS
• Incorporated guiding principles approved by Boards (results of mid-point assessment of Strategic Workplan 2020) into budget and projects.
• Processed two CoIWMP amendments (Altamont and Davis St. facilities).
• Participated in rulemaking with CalRecycle on SB 1383 (Short-Lived Climate Pollutants) and AB 901 (Disposal and Recycling Facility Reporting Program).

FY 18-19 ACTIVITIES
• Outline an Outreach/Engagement Plan and strategically expand partnerships and external funding opportunities for specific Agency work. (N)
• Assist up to six member agencies to include upstream material consumption related strategies in their climate action plans. (O)
• Respond to local, regional and state plans that address and reinforce agency priorities. (O)

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$56,500</td>
<td>$250,613</td>
<td>$307,113</td>
<td>0.87</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(21) Facilities    (24) Mitigation

$248,762          $58,351
3416 - COIWMP AMENDMENTS APPLICATION

Project #: 3416
Project Manager: Anu Natarajan

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$20,000</td>
<td>$0</td>
<td>$20,000</td>
<td>0.00</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(22) Externally Funded

$20,000
3460 - FIVE YEAR AUDIT

Project #: 3460
Project Manager: Meri Soll

DESCRIPTION
Provides for a five-year financial, compliance and programmatic Recycling Board Audit, as per Measure D. Financial audit occurs in two phases (three years/two years intervals), while Program Audit is conducted separately, covering all five years. Audit covers both StopWaste and the member agencies. Next financial audit and Compliance audit RFP to be released in Summer 2019, contract award in Fall of 2019. Phase I = FY 16/17, FY 17/18, and FY 18/19. Phase 2 = FY 19/20 and FY 20/21. Next Program Review will be in the Fall of 2021.

FY 17-18 ACCOMPLISHMENTS
• Managed both HF&H (programmatic audit) and Crowe Horwath contracts (financial audit) for adherence to schedule and budget and work with member agency staff.
• Developed on-line reporting system for cities to enter financial and programmatic data, which greatly reduces the need for on-site review resulting in reduction of time spent by city staff and consultants to review data.
• Final report, recommendations, new protocols and compete presentation provided to Recycling Board.
• Recommendations implemented at staff level.

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>$9,504</td>
<td>$9,504</td>
<td>0.04</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19
(32) RB Grant to Non Profit
$9,504
**3480 - MEASUREMENT AND ANALYSIS**

Project #: 3480  
Project Manager: Meghan Starkey

**DESCRIPTION**

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

**FY 17-18 ACCOMPLISHMENTS**

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

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

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

**FY 18-19 ACTIVITIES**

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

**PROJECT COST, FY 18-19**

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$74,550</td>
<td>$332,443</td>
<td>$406,993</td>
<td>1.09</td>
</tr>
</tbody>
</table>

**FUNDING SOURCE, FY 18-19**

(21) Facilities (32) RB Grant to Non Profit  
$40,699 $366,294
3510 - GENERAL AGENCY COMMUNICATION

Project #: 3510  
Project Manager: Jeff Becerra

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$103,000</td>
<td>$1,233,488</td>
<td>$1,336,488</td>
<td>4.91</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(21) Facilities  
(30) RB Administration  
(32) RB Grant to Non Profit

$1,056,191  
$267,298  
$13,000

FY 18-19 Activities:  (C) - Carried over  (O) - Ongoing  (N) - New
3530 - LEGISLATION

Project #: 3530
Project Manager: Anu Natarajan

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

FY 17-18 ACCOMPLISHMENTS
• Provided input on the development of regulations for SB 1383 and AB 901.
• Provided support for greenhouse gas reduction funding for CalRecycle and for organics processing infrastructure.
• Participated in the discussion around AB 45 on household hazardous waste, and recommended Extended Producer Responsibility solution.
• Participated in California Product Stewardship Council discussions and efforts.

FY 18-19 ACTIVITIES
• With input from Board, monitor, analyze, and respond to legislation and regulations. (O)
• Continue and expand working relationships with established regional, state and/or national organizations. (O)

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$114,000</td>
<td>$234,076</td>
<td>$348,076</td>
<td>0.83</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19
(21) Facilities (32) RB Grant to Non Profit
$312,576 $35,500
3570 - COMMUNITY BASED OUTREACH

Project #: 3570
Project Manager: Jeanne Nader

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

FY 17-18 ACCOMPLISHMENTS

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

Expanded the popular www.lawntogarden.org website with a “lawn to food” page to educate edible gardeners on the use of compost and mulch for growing food with links to stop food waste.
- Expected to initiate two community outreach grants with non-profit community organizations, who will engage at least 20 members in the food waste challenge and reporting results in a community wide event.

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$110,200</td>
<td>$536,032</td>
<td>$646,232</td>
<td>3.00</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(21) Facilities
$646,232
3580 - SCHOOLS BASED COMMUNITY OUTREACH

Project #: 3580
Project Manager: Angelina Vergara

DESCRIPTION

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

FY 17-18 ACCOMPLISHMENTS

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

FY 18-19 ACTIVITIES

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

PROJECT COST, FY 18-19

<table>
<thead>
<tr>
<th>Hard Costs</th>
<th>Labor Plus Overhead Costs</th>
<th>Total Cost</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$283,800</td>
<td>$1,183,643</td>
<td>$1,467,443</td>
<td>8.44</td>
</tr>
</tbody>
</table>

FUNDING SOURCE, FY 18-19

(21) Facilities

$1,467,443
V. APPENDIXES
## APPENDIX A - CLASSIFICATION, GRADE, AND SALARY STEP STRUCTURE

<table>
<thead>
<tr>
<th>GRADE</th>
<th>CLASSIFICATION</th>
<th>Surveyed Median: $20,417 (no CPI adjustment), Per contract: $19,924</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Step 1</td>
</tr>
<tr>
<td>17</td>
<td>Executive Director</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>vacant</td>
<td>15,859</td>
</tr>
<tr>
<td>15</td>
<td>Administrative Services Director</td>
<td>14,753</td>
</tr>
<tr>
<td></td>
<td>Deputy Executive Director</td>
<td>14,753</td>
</tr>
<tr>
<td>14</td>
<td>vacant</td>
<td>13,724</td>
</tr>
<tr>
<td>13</td>
<td>Principal Program Manager</td>
<td>12,766</td>
</tr>
<tr>
<td>12</td>
<td>vacant</td>
<td>11,876</td>
</tr>
<tr>
<td>11</td>
<td>Senior Program Manager</td>
<td>11,047</td>
</tr>
<tr>
<td></td>
<td>Senior Management Analyst</td>
<td>11,047</td>
</tr>
<tr>
<td>10</td>
<td>Information Systems (IS) Manager</td>
<td>10,276</td>
</tr>
<tr>
<td></td>
<td>Financial Services Manager</td>
<td>10,276</td>
</tr>
<tr>
<td></td>
<td>Legislative and Regulatory Affairs</td>
<td>10,276</td>
</tr>
<tr>
<td>9</td>
<td>Program Manager III</td>
<td>9,559</td>
</tr>
<tr>
<td></td>
<td>Management Analyst III</td>
<td>9,559</td>
</tr>
<tr>
<td>8</td>
<td>Program Manager II</td>
<td>8,892</td>
</tr>
<tr>
<td></td>
<td>Clerk of the Board</td>
<td>8,892</td>
</tr>
<tr>
<td></td>
<td>Management Analyst II</td>
<td>8,892</td>
</tr>
<tr>
<td>7</td>
<td>Webmaster</td>
<td>8,272</td>
</tr>
<tr>
<td>6</td>
<td>Program Manager I</td>
<td>7,695</td>
</tr>
<tr>
<td></td>
<td>Accountant</td>
<td>7,695</td>
</tr>
<tr>
<td></td>
<td>Management Analyst I</td>
<td>7,695</td>
</tr>
<tr>
<td>5</td>
<td>Executive Assistant</td>
<td>7,158</td>
</tr>
<tr>
<td>4</td>
<td>vacant</td>
<td>6,659</td>
</tr>
<tr>
<td>3</td>
<td>Senior Program Services Specialist</td>
<td>6,194</td>
</tr>
<tr>
<td></td>
<td>Senior Administrative Assistant</td>
<td>6,194</td>
</tr>
<tr>
<td>2</td>
<td>Program Services Specialist II</td>
<td>5,762</td>
</tr>
<tr>
<td></td>
<td>Administrative Assistant II</td>
<td>5,762</td>
</tr>
<tr>
<td>1</td>
<td>Program Services Specialist I</td>
<td>5,360</td>
</tr>
<tr>
<td></td>
<td>Administrative Assistant I</td>
<td>5,360</td>
</tr>
</tbody>
</table>

FY 18-19 Activities:  (C) - Carried over  (O) - Ongoing  (N) - New
StopWaste Annual Budget - FY 18-19
### Fiscal Year 2018/19
Monthly Salary Ranges and Steps and Authorized Positions
Authorized Positions: 46.5 FTEs

<table>
<thead>
<tr>
<th>Grade Classification</th>
<th>Per contract: $19,924</th>
</tr>
</thead>
<tbody>
<tr>
<td>17 Executive Director</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Step 1</td>
</tr>
<tr>
<td>16 vacant</td>
<td>16,859</td>
</tr>
<tr>
<td>15 Administrative Services Director</td>
<td>14,753</td>
</tr>
<tr>
<td>Deputy Executive Director</td>
<td>14,753</td>
</tr>
<tr>
<td>14 vacant</td>
<td>13,724</td>
</tr>
<tr>
<td>13 Principal Program Manager</td>
<td>12,766</td>
</tr>
<tr>
<td>12 vacant</td>
<td>11,876</td>
</tr>
<tr>
<td>11 Senior Program Manager</td>
<td>11,047</td>
</tr>
<tr>
<td>Senior Management Analyst</td>
<td>11,047</td>
</tr>
<tr>
<td>10 Information Systems (IS) Manager</td>
<td>10,276</td>
</tr>
<tr>
<td>Financial Services Manager ***</td>
<td>10,276</td>
</tr>
<tr>
<td>Legislative and Regulatory Affairs Manager</td>
<td>10,276</td>
</tr>
<tr>
<td>9 Program Manager III</td>
<td>9,559</td>
</tr>
<tr>
<td>Management Analyst III</td>
<td>9,559</td>
</tr>
<tr>
<td>8 Program Manager II</td>
<td>8,892</td>
</tr>
<tr>
<td>Clerk of the Board</td>
<td>8,892</td>
</tr>
<tr>
<td>Management Analyst II</td>
<td>8,892</td>
</tr>
<tr>
<td>7 Webmaster</td>
<td>8,272</td>
</tr>
<tr>
<td>6 Program Manager I</td>
<td>7,695</td>
</tr>
<tr>
<td>Accountant</td>
<td>7,695</td>
</tr>
<tr>
<td>Management Analyst I</td>
<td>7,695</td>
</tr>
<tr>
<td>5 Executive Assistant</td>
<td>7,158</td>
</tr>
<tr>
<td>4 vacant</td>
<td>6,659</td>
</tr>
<tr>
<td>3 Senior Program Services Specialist</td>
<td>6,194</td>
</tr>
<tr>
<td>Senior Administrative Assistant</td>
<td>6,194</td>
</tr>
<tr>
<td>2 Program Services Specialist II</td>
<td>5,762</td>
</tr>
<tr>
<td>Administrative Assistant II</td>
<td>5,762</td>
</tr>
<tr>
<td>1 Program Services Specialist I</td>
<td>5,360</td>
</tr>
<tr>
<td>Administrative Assistant I</td>
<td>5,360</td>
</tr>
<tr>
<td>N/A</td>
<td>Intermittent hourly rates</td>
</tr>
</tbody>
</table>

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

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

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

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

1.6.1 Recruitment and Selection Procedures

The employment process will be comprised of the following stages:

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

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

2.2.1 Salary Adjustment Plan Design

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

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

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

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

2.2.2 Changes in Status

A. **Completion of Probationary Period** - All regular status employees shall serve a twelve (12) month employment probationary period.

B. **Promotions** – Promoted employees shall be placed in the higher salary range and will be placed in the salary step that aligns closest to a 5% increase (but not to exceed the maximum of the new range) or the bottom of the new salary range, whichever is greater. If the employee moves from a non-exempt to an exempt position, the rules regarding overtime compensation and administrative leave for the new position will apply.

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

D. **Voluntary Demotion** - Employees who are voluntarily demoted shall be placed in the new classification’s salary range, at the same salary if it is within the new range. Salary will be adjusted if it is outside the new range. The new salary shall not exceed the maximum rate for the new, lower salary range, without approval of the ASD and ED.

E. **Involuntary Demotion** - Employees who are involuntarily demoted as a result of disciplinary action shall be placed in the new classification range and their salary may be reduced by placing them in the step which aligns closest to a five percent (5%) reduction from their present salary. However, their salary shall not exceed the maximum rate for the new lower salary range, without approval of the ASD and ED.