



FY15-16 Budget

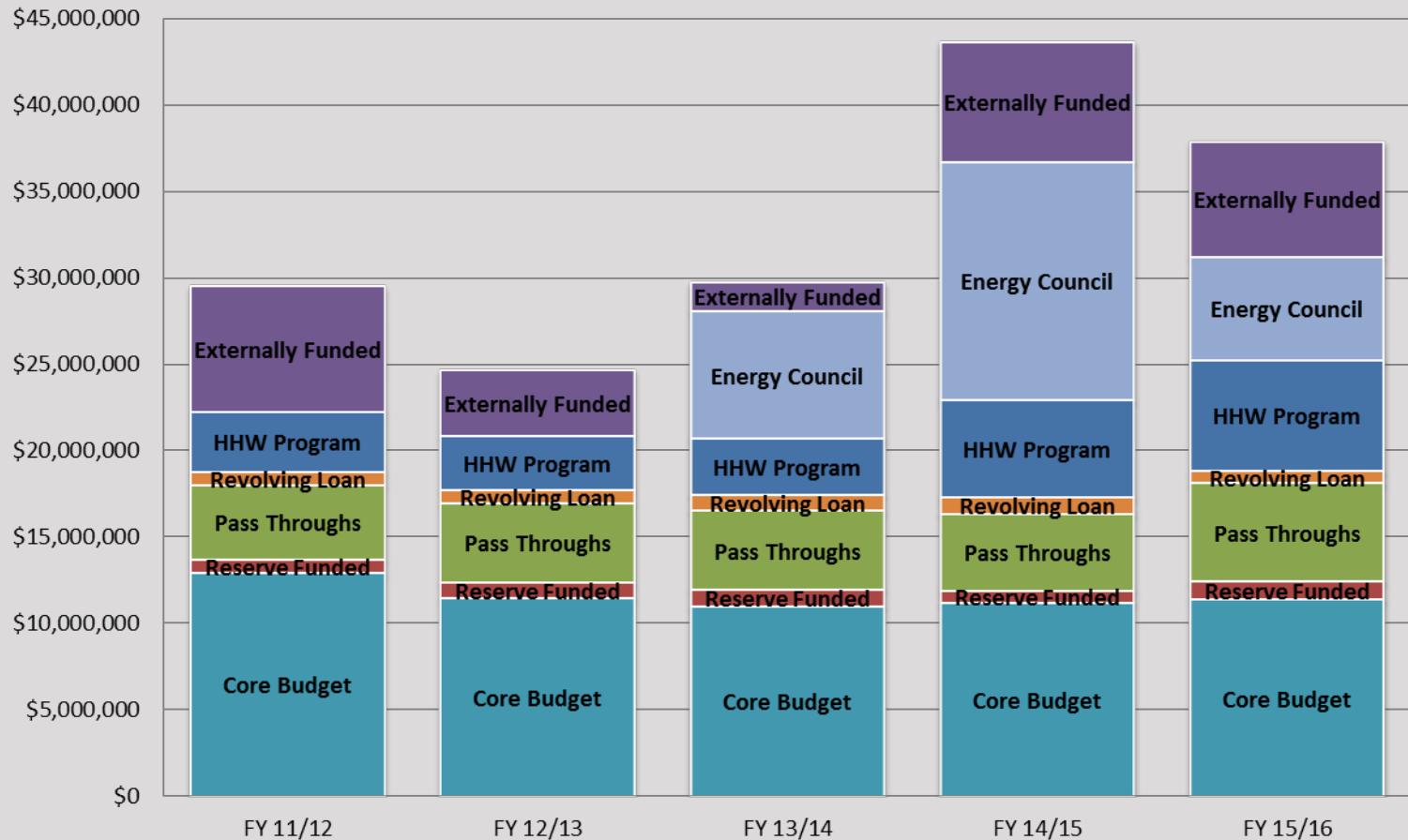
April 22 Joint Meeting of WMA; RB; Energy Council

Financial Information

Long Term Fiscal Context

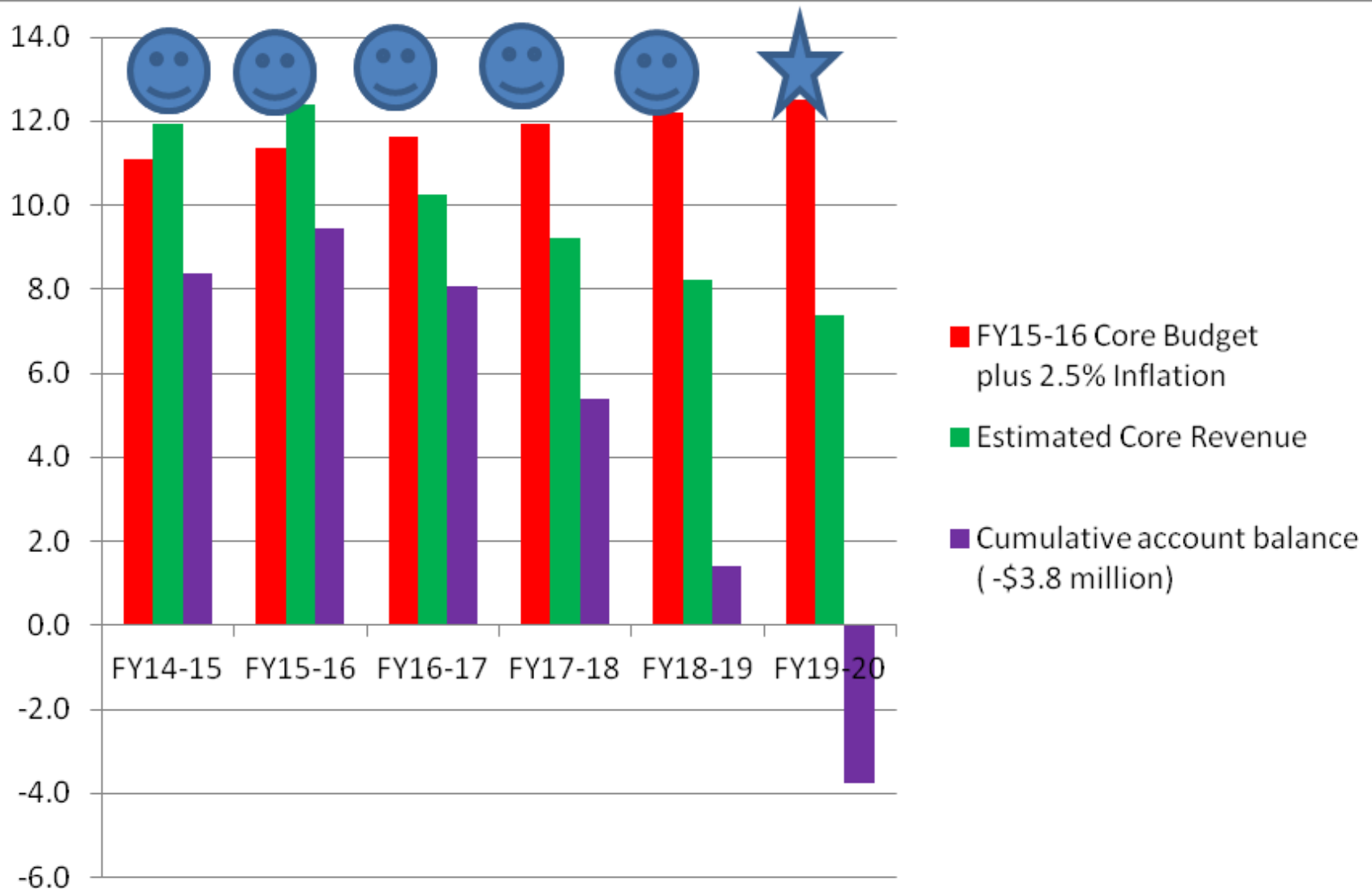


Recent Agency Budgets

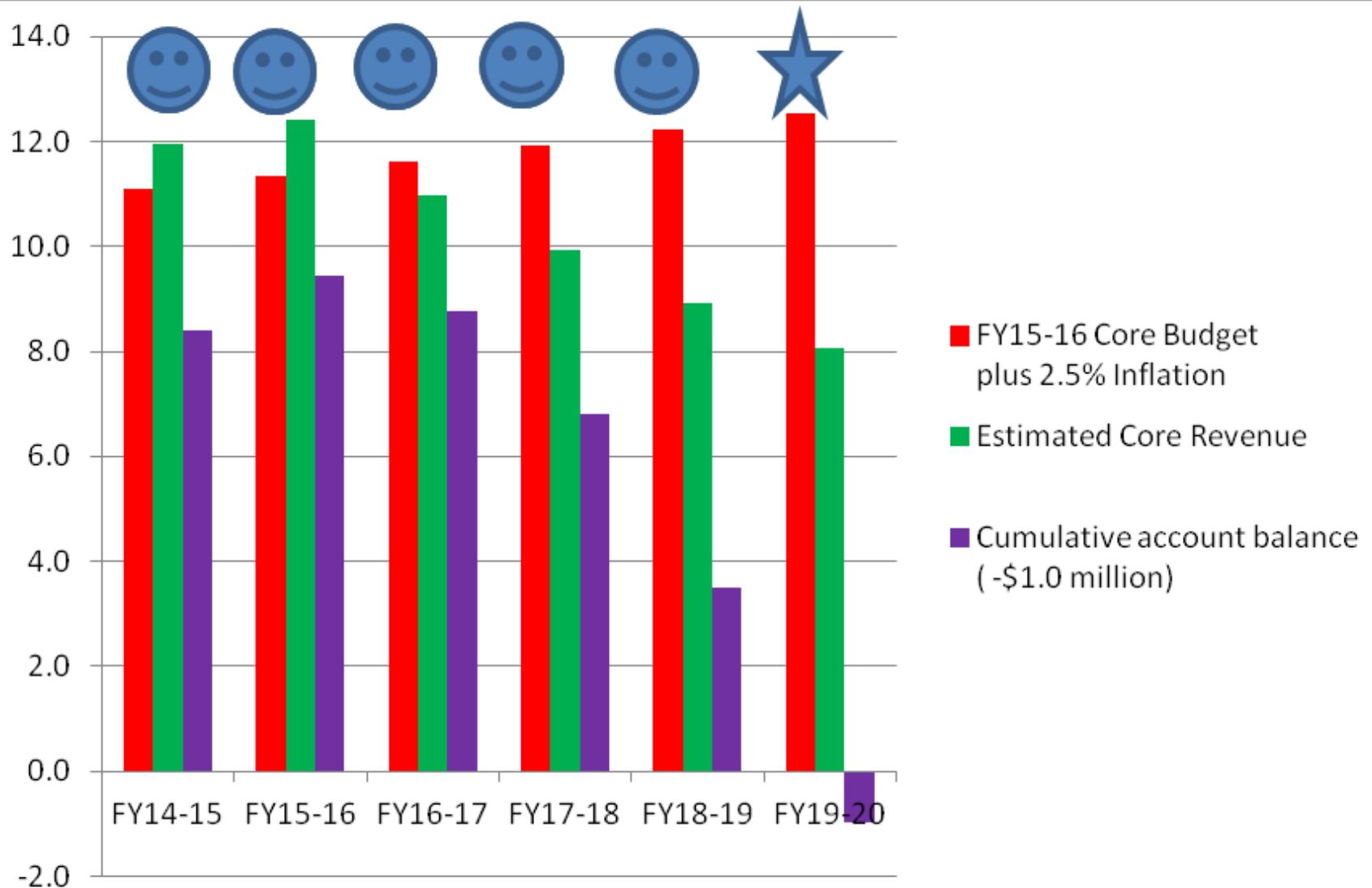


Fiscal Forecast: Status Quo

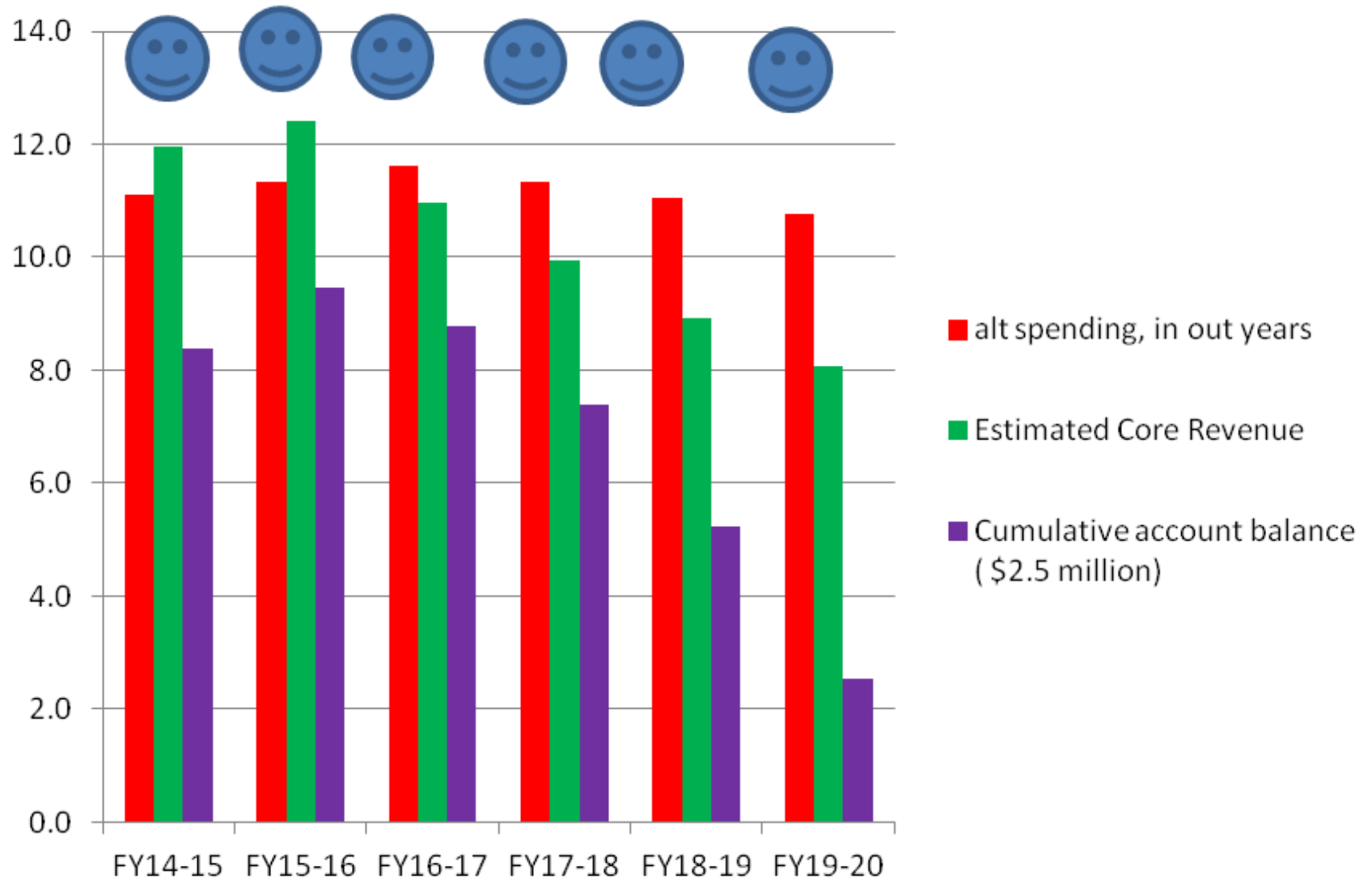
(Assumes <10% Good Stuff in Garbage by 2020)



Fiscal Forecast: Limit Fee Evasion (Higher Estimate For Illustration)



Fiscal Scenario: Lower Core Budget (Beginning in FY17-18)



"Unfunded" Pension Liability

- Paid off \$2.2 + \$1.0 Million
- \$4.5 Million to go
- Estimate Per GASB 68 in June
- Being Paid Off Over 30 Years
- Many Details in Att. E (p. 221)
- About 10% of our "Net Position"
- Budget Not Very Sensitive to Changes in PERS ROR or UL
- Payoff Options by end of 2015
- Many Possibilities Exist (p. 225)

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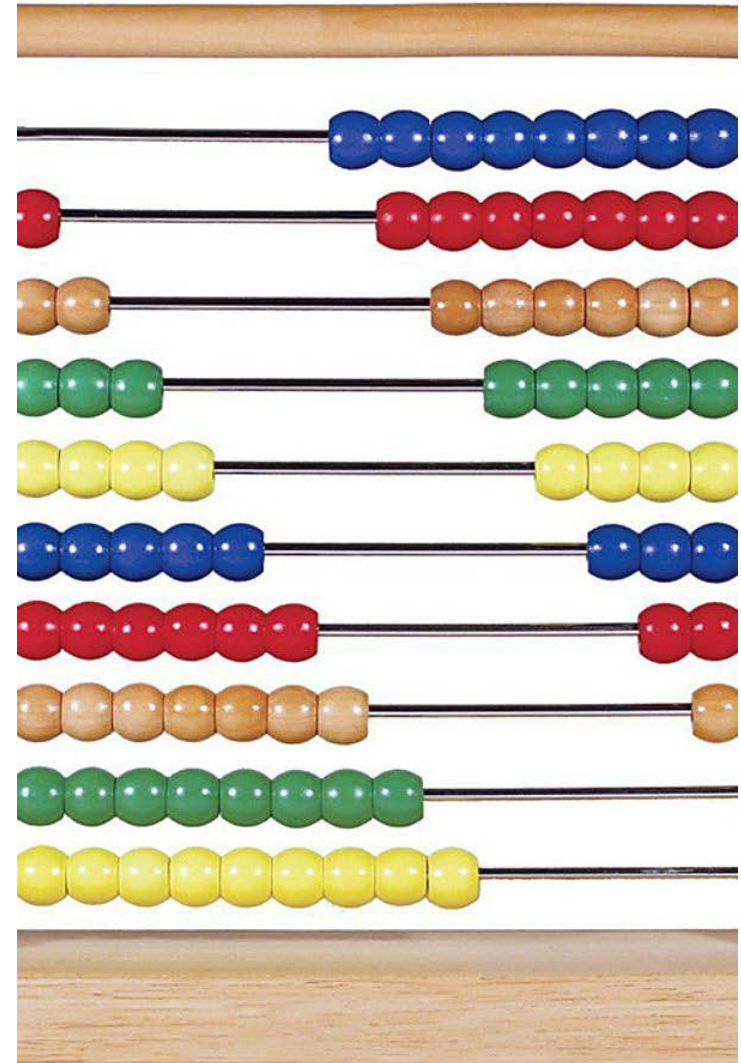
LOANS



"We're offering you an assumable mortgage.
We assume you'll make the payments and you can
assume we'll make your life miserable if you don't."

STOPWASTE
at home • at work • at school

Financial Information



Expenditures

- Total appropriation (including RLF and the Measure D pass-throughs) = \$37.9million
 - WMA portion is ~\$22.9 million; RB portion is ~ \$9.0 million; EC portion is ~\$6.0 million
- Proposed core budget now \$11.3 million
 - 1.7 percent more than current fiscal year
 - Less than inflation (2.5%)

Expenditures by Funding Source

Energy Council

ENERGY COUNCIL, \$5,975,654

Recycling Board

Revolving Loan Fund, \$699,709

Municipalities Allocation,
\$5,164,181

Recycled Product Purchase
Preference, \$516,217

Market Development,
\$1,160,399

Source Reduction, \$826,870

Grants to Non-Profits, \$665,272

Discretionary, \$0

WMA

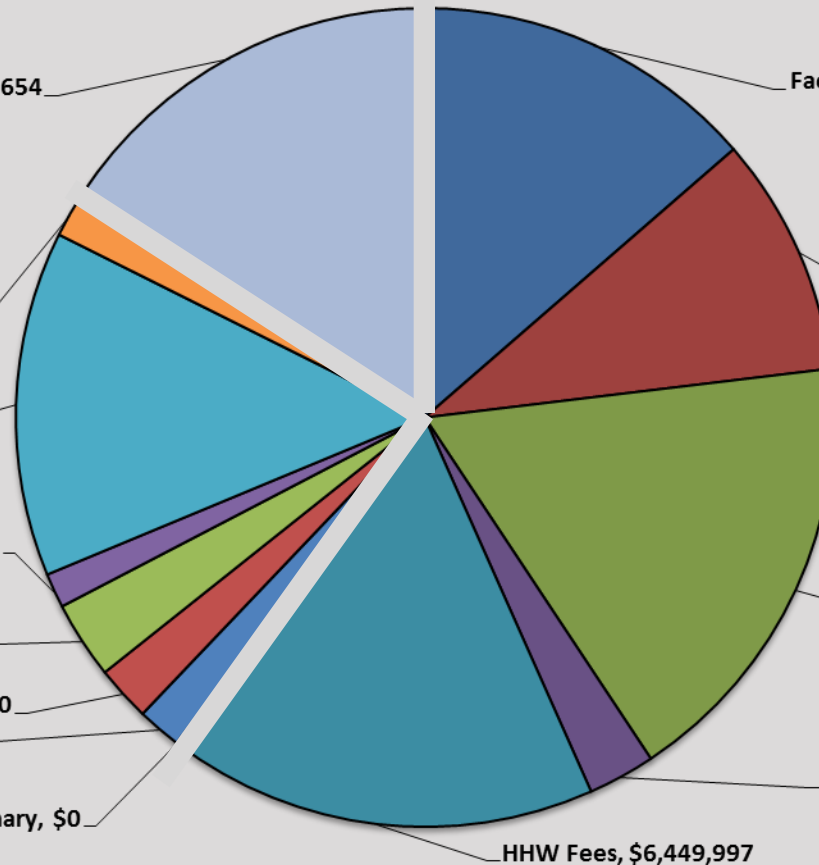
Facility Operators Fees,
\$5,159,880

Mitigation Fees, \$3,584,221

Externally Funded, \$6,659,242

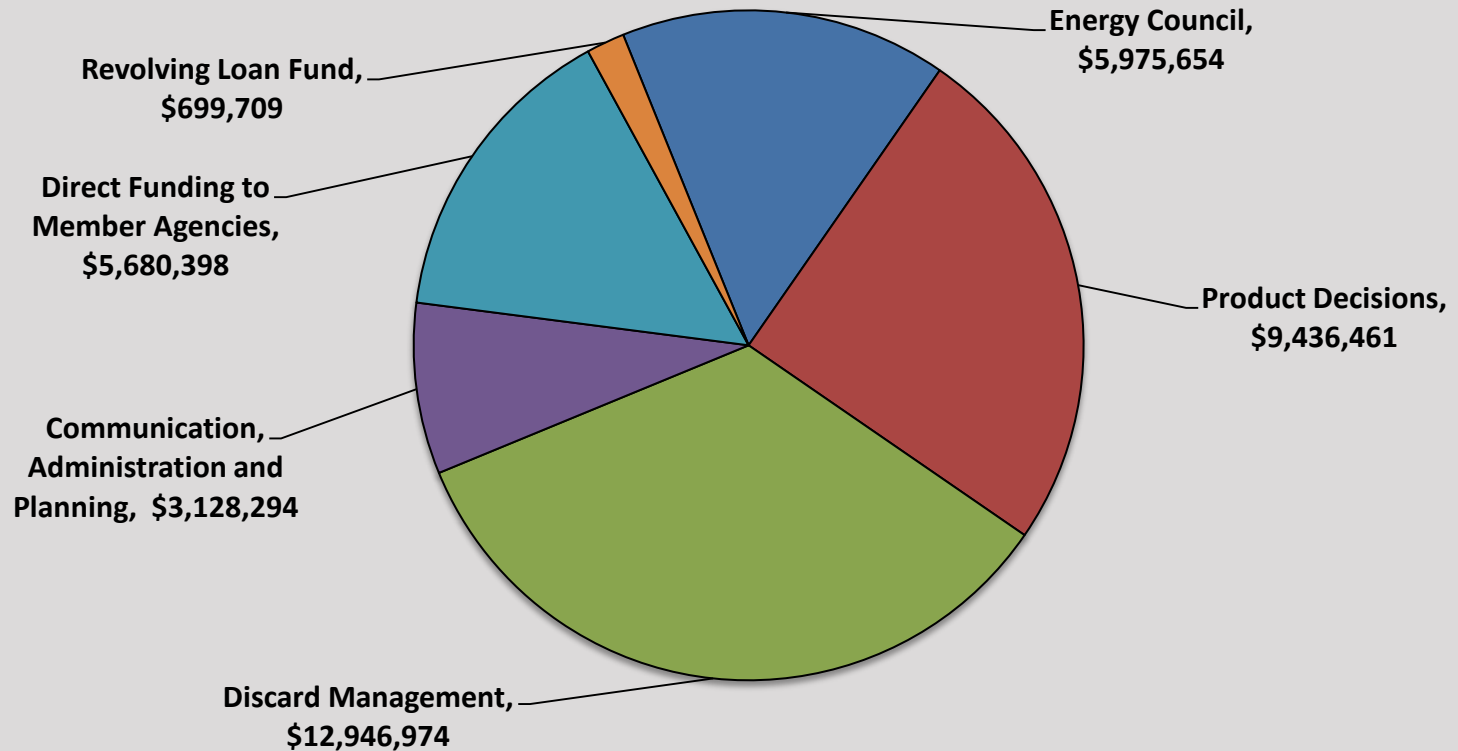
Benchmark related cost,
\$1,005,848

HHW Fees, \$6,449,997



Expenditures by Program Area

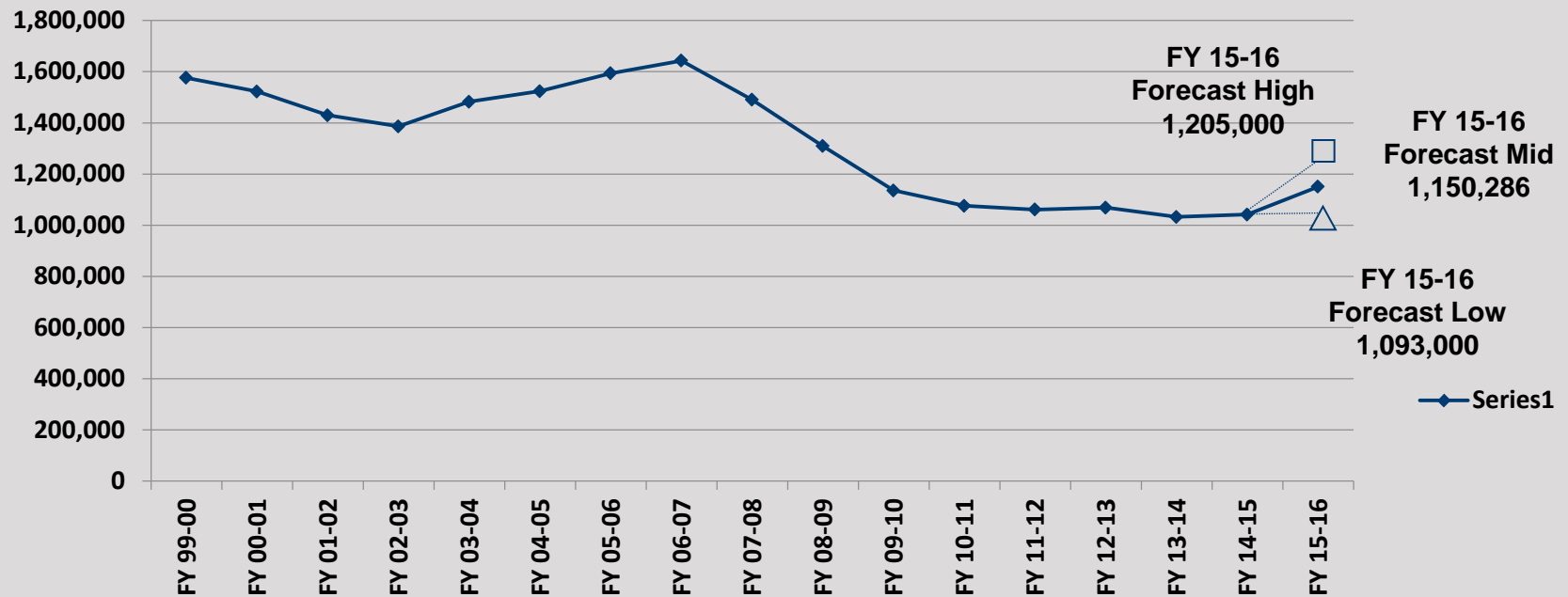
**Total Agency Expenditures
for FY15/16 = \$37.9 million**



Revenue

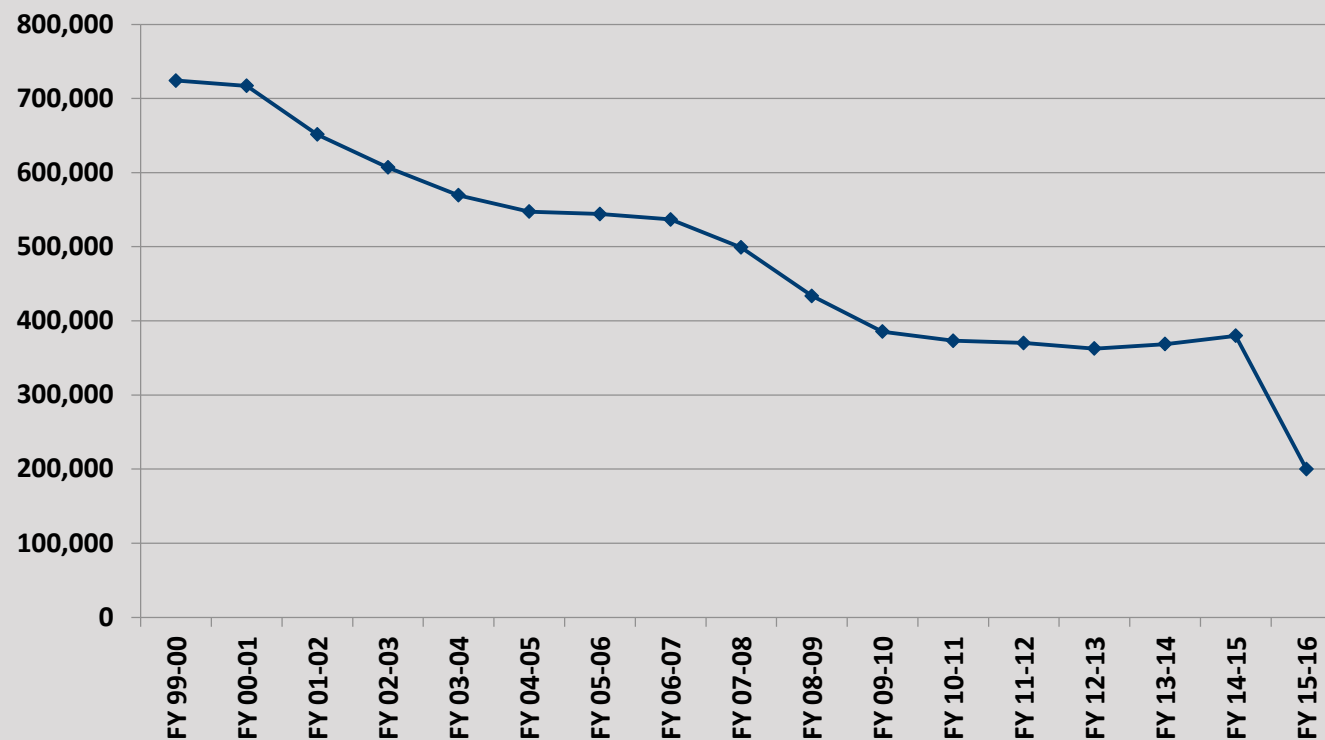
- Tonnage related revenue:
 - 88.6% of the Agency's core revenue (\$12.4 million); this excludes external funding and pass throughs
 - Continuing to use the forecasting model based on unemployment rates, seasonality and indicator variable
 - Loss of San Francisco revenue is accounted for

Historic and Forecast Disposal, Alameda County



FY14-15 tonnage estimate based on 8 months of data and 4 months of projection.
FY 15-16 tonnage estimate based on projection model

Historic and Forecast Disposal, San Francisco



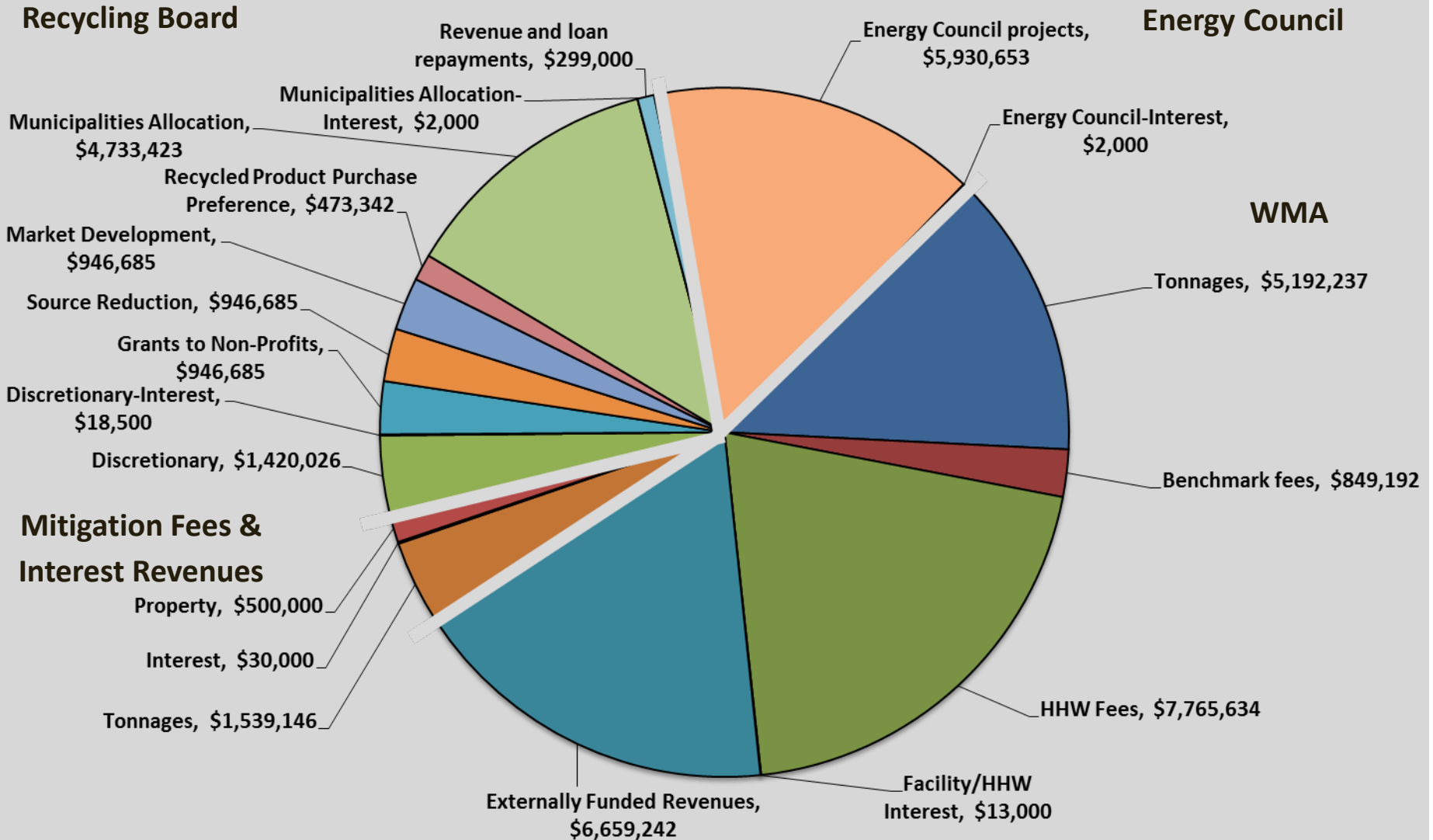
FY14-15 tonnage estimate based on 8 months of data and 4 months of projection.

FY 15-16 tonnage estimate reflects the 200,000 tons remaining in S.F. Altamont contract

Other Revenue

- External funding: ~\$12.6 million
 - Includes ability to accept \$300,000 in small grants
- Interest and property revenue: ~\$564,000
- Core revenue anticipated to exceed core expenditures by ~\$1.1 million
- Total Agency revenue, including disbursements, is projected to total ~\$38.2 million

Revenue Sources



Proposed Reserves FY 15/16

Contractually Committed Reserves:	
MRF Capacity Expansion - Davis Street	\$ 0
WMAC Transportation Improvement Program	\$ 3,441,987
Designated Reserves:	
Product Decisions	\$ 24,870
Organics Processing Development	\$ 6,098,529
EBMUD Commercial Food Waste Digester Project	\$ 1,000,000
Fiscal Reserve	\$ 2,800,000
Total	\$ 13,365,386

Reserve Needs Estimate

Reserve	Current Amount	Estimated Need	Difference
TIP	\$3.4m	\$3.5m**	\$0.1m
Product Decisions	\$0.025m	\$0.025m	\$0.00
OPD	\$6.1m	\$14.2m - \$47.8m***	\$8.1 - \$41.7m
EBMUD	\$1.0m	\$1.0m	\$0.00
Fiscal Reserve	\$2.8m	\$2.8m	\$0.00
Total Capital Funding Gap, As Currently Estimated			\$8.2m - \$41.8m
** Based on discussion with the Alameda County Public Works Agency			
*** Based on previous proposals to develop in-County composting facilities			

Fiscal Reserve and Fund Balance

- Fiscal reserve currently \$2.8 million
- Fund balance (less HHW and RLF) projected to total ~\$9.4 million
 - Under spending and better than projected employment data
 - Helps address future budgetary challenges

Workforce Related

- Salary ranges increased by 2.5% (CPI)
- Total cost of salary increases ~\$155,000
 - Effective 9-27-15
 - Includes funding (1.77%) that would be available under a traditional step increase system
- New associates (intern) program

Product Decisions Overview

Influence purchasing decisions to affect quantity and quality of waste

Focus on three decision categories:

- Waste Prevention
- Recycled Content Products
- Hard To Recycle Products

**“Make/Sell/Buy This,
Not That”**



Product Decisions Overview

FY 15/16 Objectives:

- Implement and refine **Product Targets**:
 - Institutional/commercial food waste; reusable transport packaging; household hazardous waste; recycled content mulch, compost and building materials; food service ware; packaging
- Continue to **diversify funding** for Product Decisions
 - Energy/Water/Waste grants
- Discuss whether to expand **reusable bags** ordinance
- Continue to provide green building and sustainable landscapes technical assistance, training opportunities and scholarships for **member agencies**

Product Decisions

Technical Assistance

Five miles of
Hayward Route 238



Technical Assistance and Services

- FY 14/15 Accomplishments

- Increased BF Rated Landscapes by 10 (62 total)
 - 245 acres
 - 11,200 tons of compost and recycled mulch
 - 200,000 tons of C&D diverted
- Provided free design assistance to 23 landscape projects, and \$50,000 in grants
- Provided 48 scholarships to Member Agency Staff
- Agency building achieved Platinum recognition for LEED for Existing Buildings
- Provided guidance & tools on California Green Building Codes
- Distributed \$190,000 in grants to Member Agencies in left over funds for recycled content products
- Summarized Best Management Practices for government purchasing that result in lower carbon emissions

Technical Assistance and Services

- FY15/16 Objectives

- Conduct 3 **sheet-mulch** Lawn to Low Water Gardens
- Continue technical assistance for as many as **20 Bay-Friendly Rated landscape projects**
- Provide **Scholarships** to Member Agency staff on Bay-Friendly Landscapes and Green Building
- Continue to work with Bay-Friendly Coalition to regionalize the Bay-Friendly standard, tools & trainings
- Continue to provide the County and Member agencies **Environmental Preferable Purchasing** policy adoption and implementation

Product Decisions

Energy Council



Energy Council

- FY 14/15 Accomplishments

- Providing rebates to **2,750 multifamily units** in County
 - ABAG Growing Smarter Together Award
- Supported Codes & Standards activities
 - **18 trainings** on new energy code countywide
 - 2 Permit Resource Opportunity visits
- Conducted single-family outreach
 - **Enrolled 948 households** in Home Energy Analyzer
 - Over 25 events and presentations countywide
- **Assisted 80 businesses** through PG&E Local Government Partnership

Energy Council

- FY15/16 Objectives

- Bay Area Regional Energy Network
 - Expand multifamily program
 - Promote home upgrades and PACE financing
 - Provide technical support to Codes program
 - Schedule energy code trainings countywide
 - Implement regional Home Energy Score pilot
- Funding Opportunities
 - CPUC 2016 Energy Efficiency proceeding
 - AB 758 Local Government Challenge grant

Product Decisions

Product Targets



Product Targets – FY 14/15 Accomplishments

- Launched **Smart Kitchen Initiative** with outreach to 70 food service operators offering automated food waste prevention tracking tools
- Provided **Food Waste Prevention grants**, supporting orgs that **divert 7.6 million lbs.** of food to people and 250,000 lbs. to feed animals
- Launched **point-of-sale outreach** on HHW disposal and alternatives at 59 Alameda County retailers
- Increased use of **recycled compost and mulch**:
 - Reached 150+ professionals through **trainings**
 - Reached 2,700+ students and residents through 10 student action projects and 18+ hands-on **lawn conversion** events



Product Targets – FY 14/15 Accomplishments

- Promoted **recycled content building materials** through 5 retailer events reaching over 2000 homeowners & contractors.
- 230 food service businesses reached through “ReThink Disposable” campaign to **reduce disposable food service ware**
- Completed EPA **Reusable Transport Packaging** grant – reached 500 businesses, 28 projects, 900 tons annual waste prevention
- Developed new program for business to adopt **How2Recycle packaging label**

Product Targets - FY15/16 Objectives

- Provide food waste tracking & training for up to 30 food operators
- Continue point-of-sale outreach and media campaign for proper HHW disposal (9 million audience contacts)
- Drive local supply of recycled content building materials
- Advocate for stronger materials “measures” in building codes and rating systems

Product Targets - FY15/16 Objectives

- Expand **ReThink Disposable** outreach up to 20 restaurants and food trucks, targeting 12 to implement the program
- Share resources and help organizations switch to reusable transport packaging through the new **UseReusables.org**
- Provide financial support to 4-6 businesses in the form of a discount on **reusable transport packaging**
- Expand use of **local recycled bulk compost & mulch** through ~25 lawn conversions and other events

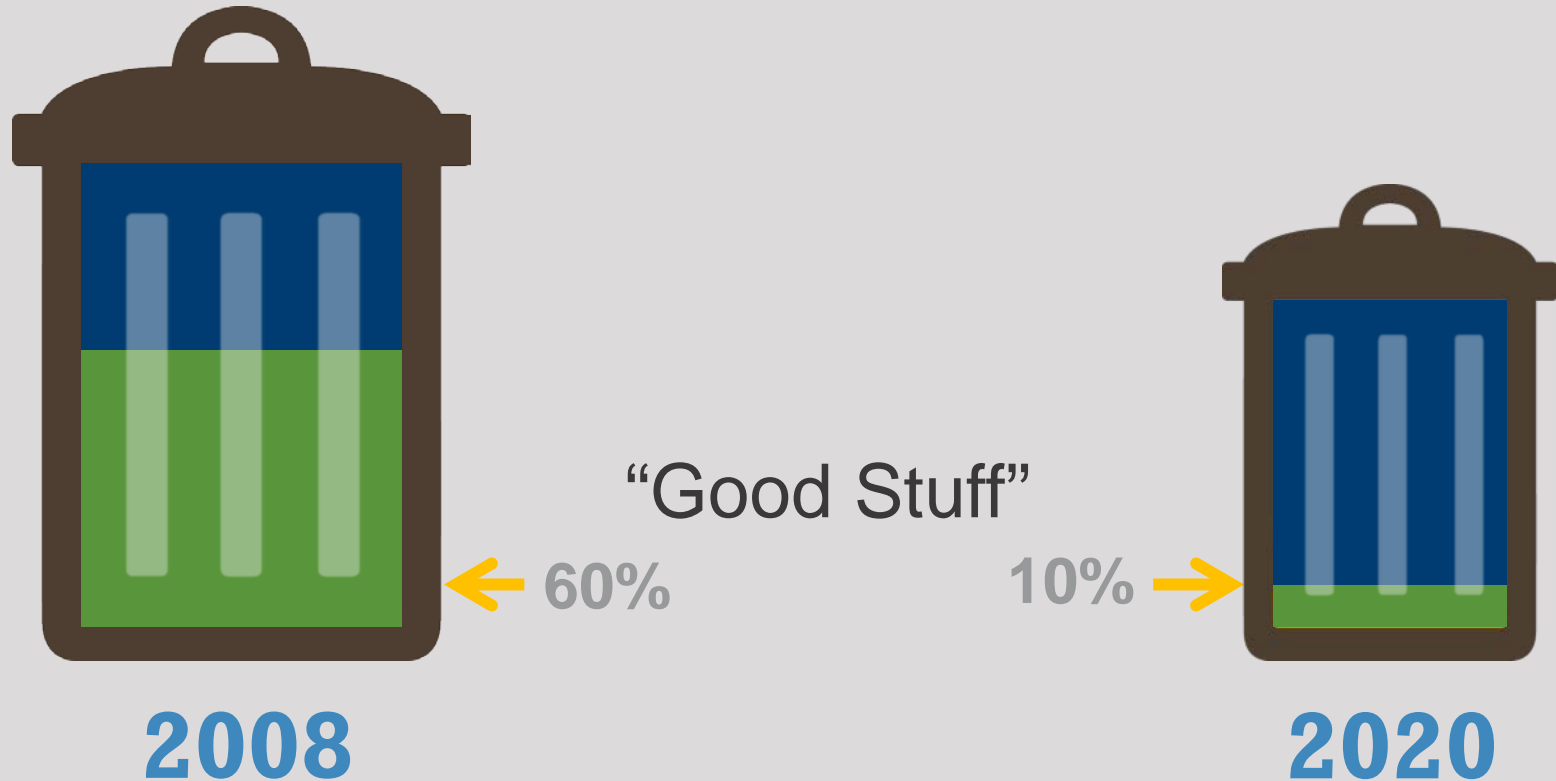
Discards Management Overview

- New Goals: Less than 10% of landfilled materials are readily recyclable or compostable by 2020
 - Interim goals began in 2013



“Put it here –
not there.”

What's in the Garbage?



Discards Management Overview

FY 15/16 Strategic Plan Goals:

- No more than 30 percent recyclables in garbage containers by end of the fiscal year
- Continue implementation of Mandatory Recycling

Discards Management Work Areas:

- Mandatory Projects
- Household Hazardous Waste
- Ready Set Recycle
- Benchmark Service
- Grants and Loans
- Business Outreach

Discards Management

Mandatory Projects



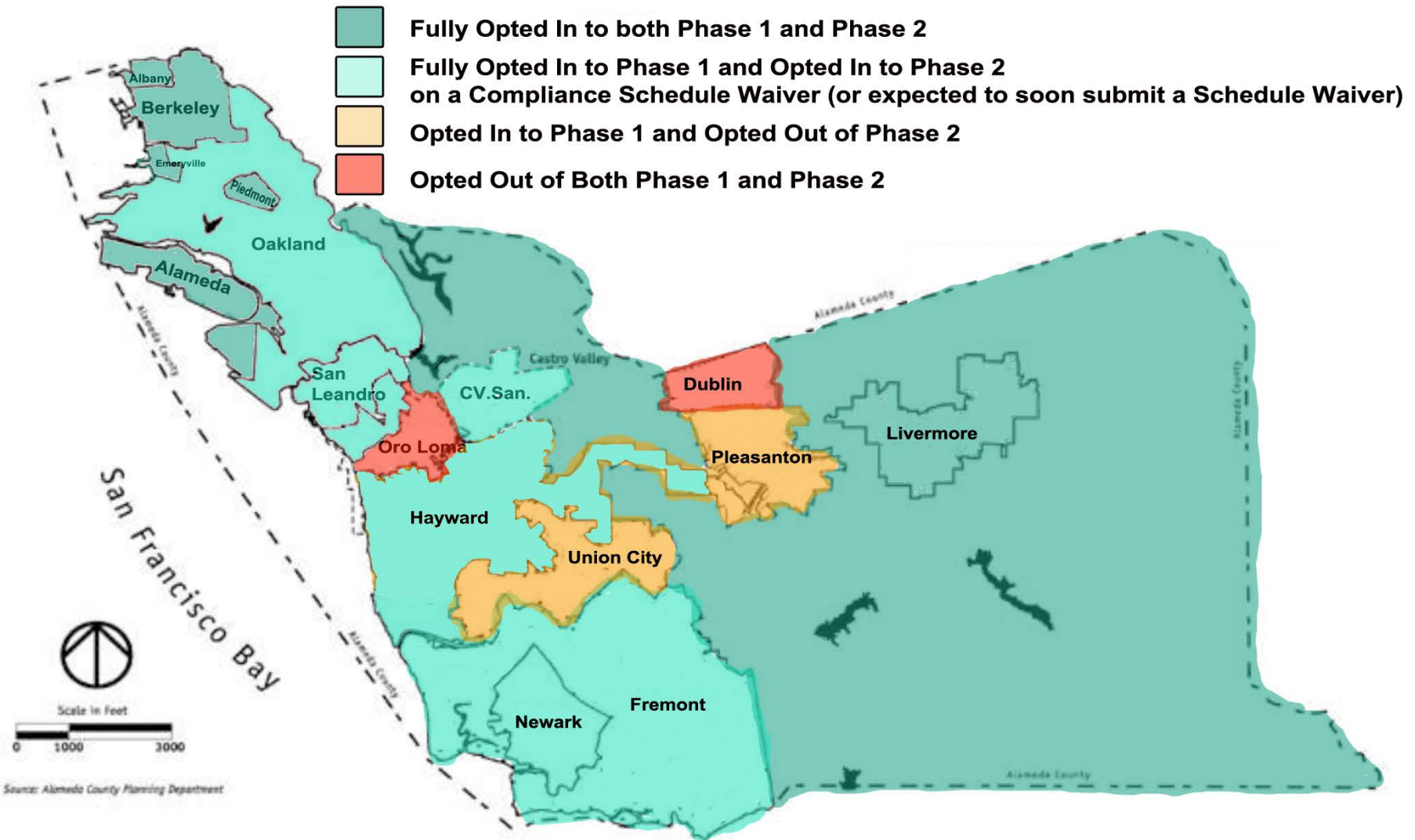
Mandatory projects

- FY 14/15 Accomplishments

Implemented Phase 1 & 2 Mandatory Recycling Ordinance in most of county

- Covers 7,000 MF complexes (5+ units) and 15,000 commercial accounts (Phase 2 added 10,000)
- Reached over 1,100 businesses with technical assistance; piloted multi-family organics assistance
- Conducted over 20,000 inspections; issued over 3,000 Enforcement letters to date
- Outreach regarding Phase 2 requirements (In opt-in areas, effective 7/1/14, enforcement 1/1/15)
- Citation Issuance anticipated to begin in May

PARTICIPATION ACROSS THE COUNTY



Mandatory Projects

- FY15/16 Objectives

- Continue Phase 1 enforcement; **complete 1st round Phase 2 inspections**; follow-up with re-inspections of all violations; issue citations where indicated
- **Reach at least 1,000 businesses with technical assistance** & offer multi-family organics assistance
- Conduct outreach for new member agencies coming into Phase 2 on delayed schedules
- Continue enforcing Plant Debris Landfill Ban

Discards Management

Household Hazardous Waste



Household Hazardous Waste - FY 14/15 Accomplishments

- Promoted expanded hours for Livermore, Oakland and Hayward facilities
- Conducted outreach to underserved areas
- Collected batteries at public venues in conjunction with member agencies
- Promoted 1st one day HHW event, recruited sites for future ones
- Worked with Assessor to collect HHW Fee on property taxes; billed exempt properties

Household Hazardous Waste - FY15/16 Objectives

- Continue to **implement new expanded services** including one day events
- Increase outreach to underserved populations
- Continue strategic planning with County staff to **achieve higher participation rates**

Discards Management

Benchmark Service and Other
Discards Projects

Dig Deep Farms



STOPWASTE
at home • at work • at school

Ready Set Recycle

- FY 14/15 Accomplishments

- Davis St. and BLT transfer station tours
 - 257 tours, 7,250 students, 1,300 adults
- Student Action Projects; Elementary Schools
 - 63 projects, 5 RSR School Challenges, 15,100 student and community audience reach
- Service Learning Waste Reduction Projects; Middle and High School Participation
 - 33 schools, 135 teachers, 8,800 students
- Community Outreach
 - 18 community presentations, 19 community events, 15 community group board meeting presentations

Ready Set Recycle

- FY15/16 Objectives

- Conduct **230 tours** at Davis Street and Fremont BLT transfer stations
- Conduct **45 student action projects**, 5 RSR School Challenges, and 5 Community Outreach Events
- Lead Service Learning Waste Reduction Project at 30 Schools. With students, deliver 5 community outreach events and **15 school challenges**
- Conduct 30 community presentations, attend 30 community events

Benchmark Service

- FY 14/15 Accomplishments

- Conducted audits and analysis
 - 2200 single family residential samples
 - 500 multi-family residential samples
 - 1250 commercial samples from eight categories
- **Distributed second report** to ~380,000 account holders in January, 2015
- Generated mainstream **media coverage** on report findings

Benchmark Service

- FY15/16 Objectives

- **Distribute fourth report** to ~380,000 account holders in January, 2016 (third report expected June 2015)
- Conduct year-round audits and analysis
 - 3500 samples total from commercial, multi-family and residential
- Customer research to **identify specific barriers** for improving food scrap recycling

Discards Management

Grants and Loans

*Muslim Support
Network, Fremont*



Grants & Loans

– FY 14/15 Accomplishments

Grants to non-profits:

- Received 21 applications requesting \$627k (awards to be distributed in June)
- 1 mattress recycling grant = \$25,000
- 11 Multicultural outreach grants = \$55,000
- 1 Charity Thrift Grant = \$15,000
- 3 general mini grants = \$15,000

Created new Lawn to Garden focus area

LOANS

- Financed \$175,000 loan to Woodmill Recycling to expand green waste composting

Grants & Loans - FY15/16 Objectives

- Continue outreach to **non-English, low-income, disadvantaged communities** with a focus on South and East County organizations
- **Issue \$300,000 of grants/mini-grants** to non-profits and multicultural groups
- Continue to utilize social media as a medium to promote grant program and successful projects
- **Promote lawn conversion grants** to nonprofit community and HOAs with small lawns
- Work with recycling based businesses to promote loans

Free Food Scraps Bins to Businesses - FY 14/15 Accomplishments

- Indoor organics equipment up to \$500 / business
- Variety of container and lid options available from 3 vendors
- \$98k available this FY
- ☐ 197 businesses participated
- ☐ 15 jurisdictions eligible
- ☐ Funds still available

City	Approved Businesses
Alameda	20
Albany	7
Berkeley	29
Emeryville	6
Fremont	14
Hayward	18
Livermore	13
Oakland	71
Oro Loma	6
San Leandro	7
Union City	3

Free Food Scraps Bins to Businesses

15/16 Objectives

Budget: \$100k

Goal: 200 businesses receive up to \$500 for containers
www.Recyclingrulesac.org



Communications Administration Planning

Administration, Planning



Communications Administration Planning (CAP) Overview

- CAP Projects: Property Management, Long-Term Planning, Communications and Legislative Affairs
- Non-Projects: Human Resources, Accounting and Budget, IT, RB and WMA Administration (costs allocated to all Agency projects; see Table 1, about 9% of total budget)

Administration

– FY 14/15 Accomplishments

- Launched staff training for skills building and inter-project coordination
- Enhanced collection software
- Selected new disposal system (by June 2015)

Administration

- FY15/16 Objectives

- Expand training for staff in order to maximize staffing flexibility and increase overall efficiency
- Assist member agencies with CalRecycle disposal and diversion reporting
- Implement new disposal data software system

Planning – FY 14/15 Accomplishments

- Recovered \$120,000 through enforcement of fee requirements
- Negotiated wind easement repowering
- Completed five-year program audit for Recycling Board
- Tracked and commented on ~30 bills in state legislature
- Co-sponsored bill, AB 901 to help reduce fee evasion

Planning - FY15/16 Objectives

- Assist one or more member agency with pilot projects for residential **every other week garbage collection** or other pilots to increase organics diversion
- Advocate for Board approved priorities in Sacramento on ~30 bills
- Prioritize and work toward passage of **AB 901**

Communications Administration Planning

Communication

“Composting so dang easy, my 2.5 year old is excited to do it after every meal. She gets mad if you don't let her :).”



Communication

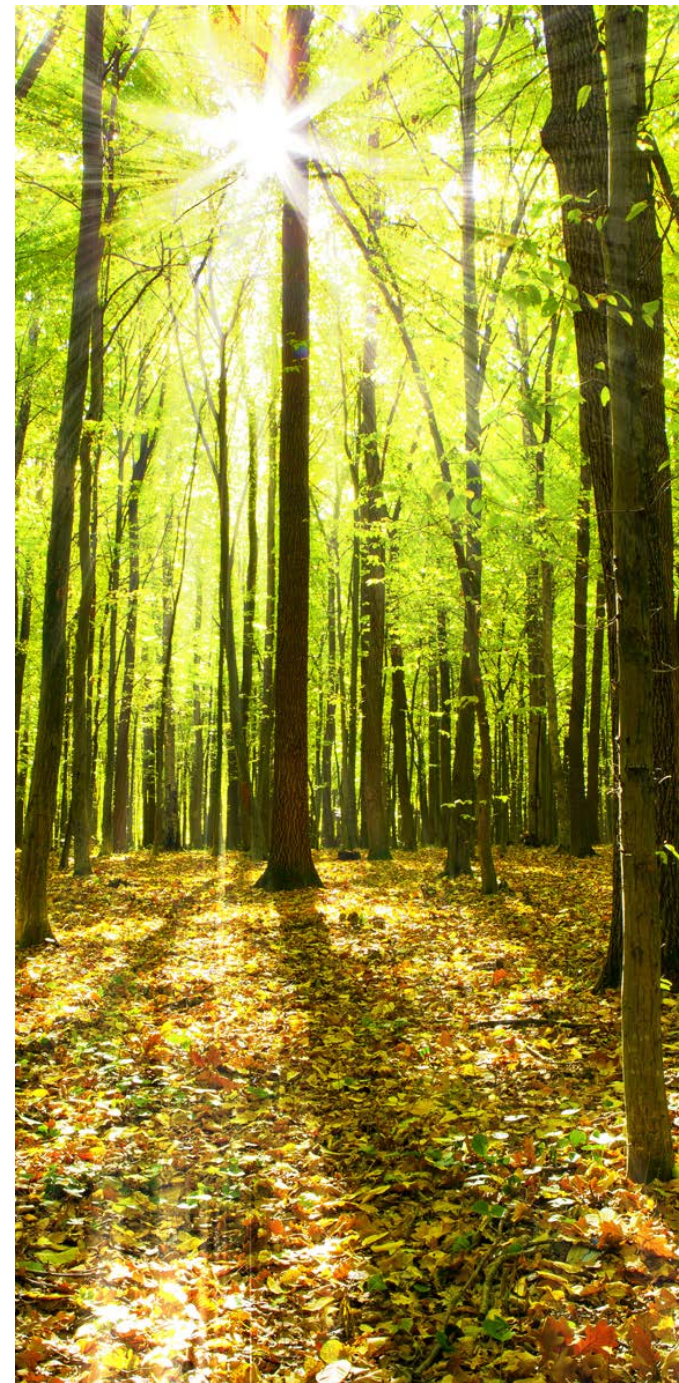
– FY 14/15 Accomplishments

- Launched **new Agency website** and RecycleWhere 2.0
- Customer/stakeholder interactions
 - 35,000 monthly web visits
 - 38,000 E-newsletter audience
 - 3,400 social media audience with daily posts
 - 25,000 views for 39 videos
 - 3,000 call/email responsesonline customer/stakeholder interactions
- Conducted **60 school assemblies**

Communication - FY15/16 Objectives

- Customer/stakeholder interactions
 - 35,000 monthly web visits
 - 38,000 E-newsletter audience
 - 3,400 social media audience with daily posts
 - 25,000 video views
 - 3,000 call/email responses
- Conduct waste reduction assemblies at 60 elementary schools
- Launch “responsive” version of website to accommodate mobile users

Next Steps:
WMA/EC Approval – May 27
RB Approval – June 11



STOPWASTE
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