

**Planning Committee/Recycling Board  
Members**

Grace Liao, **President**  
Source Reduction Specialist

Tracy Jensen, **First Vice President**  
ACWMA

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

Ben Barrientos, ACWMA

Xouhoa Bowen, ACWMA

Ellen McClure, Environmental Educator

Laura McKaughan, Recycling Materials  
Processing Industry

David Mourra, ACWMA

Elaine Owyang, Environmental Organization

Jeff Wang, ACWMA

Vacant, Recycling Programs

Timothy Burroughs, Executive Director

## AGENDA

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

**THURSDAY, MARCH 13, 2025**

**4:00 P.M.**

***IN-PERSON MEETING LOCATION***  
**STOPWASTE BOARDROOM**  
**1537 WEBSTER STREET, OAKLAND, CA**

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

Teleconference location #1 118 Glashaus Loop, Emeryville, CA  
Teleconference location #2 40087 Mission Blvd. Apt #361, Fremont, CA  
Teleconference location #3 710 Cornell Avenue, Albany, CA  
Teleconference location #4 1534 Ashby Avenue, Berkeley, CA  
Teleconference location #5 958 Alice Avenue, San Leandro, CA  
Teleconference location #6 8181 Soda Springs Rd, Truckee CA  
Teleconference location #7 34009 Alvarado Niles Rd, Union City, CA

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

1. Calling US+1 669 900 6833 and using the Webinar ID 865 3583 2496
2. Using the [Zoom](#) website or App and entering meeting code 865 3583 2496

During the meeting the chair will explain the process for members of the public to be recognized to offer public comment. The process will be described on the StopWaste website at <http://www.stopwaste.org/virtual-meetings> no later than noon, Thursday, March 13, 2025.

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

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

## AGENDA

### I. CALL TO ORDER

### II. ROLL CALL OF ATTENDANCE

### III. ANNOUNCEMENTS BY PRESIDENT

### IV. OPEN PUBLIC COMMENT

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

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### V. CONSENT CALENDAR

1 1. Approval of the Draft PC&RB Minutes of February 13, 2025

5 2. Board Attendance Record

7 3. Written Report of Ex Parte Communications

### VI. REGULAR CALENDAR

9 1. Fiscal Forecast/Fund Balance Analysis (Pat Cabrera & Justin Lehrer)

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

15 2. Measure D San Leandro Expenditure Plan (Jennifer West)

Staff recommend that the Recycling Board approve the Expenditure Plan submitted by the City of San Leandro.

### VII. MEMBER COMMENTS AND COMMUNICATIONS FROM THE EXECUTIVE DIRECTOR

### VIII. ADJOURNMENT TO JOINT WMA, EC, AND PC&RB MEETING – APRIL 23, 2025 AT 3:00 P.M.

**DRAFT**

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

**Thursday, February 13, 2025**

**6:00 P.M.**

***IN PERSON MEETING LOCATION:***  
**WETA Central Bay Operations**  
**670 W Hornet Ave, Alameda, CA**

**I. CALL TO ORDER**

President Liao called the meeting to order at 6:00 p.m. Timothy Burroughs explained the meeting process being utilized during the meeting. A link to the process is available here: [Virtual-Meetings-Instructions.](#)

**II. ROLL CALL OF ATTENDANCE**

Grace Liao, Source Reduction Specialist (President)  
Ben Barrientos, ACWMA  
Xouhoa Bowen, ACWMA  
Virginia Harrington, Solid Waste Industry Representative  
Tracy Jensen, ACWMA  
Ellen McClure, Environmental Educator  
Laura McKaughan, Recycling Materials Processing Industry  
David Mourra, ACWMA  
Elaine Owyang, Environmental Organization  
Jeff Wang, ACWMA  
Vacant, Recycling Programs

**Staff Present**

Timothy Burroughs, Executive Director  
Alma Freeman, Communications Manager  
Jennifer West, Program Manager  
Heather Larson, Program Manager  
Arliss Dunn, Clerk of the Board  
Andrew Massey, County Counsel

**Others Participating**

Jason Chan, Crowe LLP

**III. ANNOUNCEMENTS BY THE PRESIDENT**

President Liao thank Board member Jensen for hosting the meeting in Alameda at the Central Bay Operations and Maintenance Facility. Timothy Burroughs welcomed the new WMA appointees to the Recycling Board, Xouhoa Bowen, San Leandro, and Ben Barrientos, Livermore.

**IV. OPEN PUBLIC COMMENT**

There were none.

## **V. CONSENT CALENDAR**

- 1. Approval of the Draft PC & RB Minutes of January 9, 2025**
- 2. Board Attendance Record**
- 3. Written Report of Ex Parte Communications**

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

(Ayes: Barrientos, Bowen, Harrington, Jensen, Liao, McClure, McKaughan, Mourra, Owyang.  
Nays: None. Absent: Wang. Abstain: None)

## **VI. REGULAR CALENDAR**

### **1. Measure D Overview & Five-year Audit Award of Contract (Jennifer West)**

That the Recycling Board approve this contract award and authorize the Executive Director to enter into a funding agreement with Crowe LLP for the Financial Five-year Audit, for a total not-to-exceed amount of \$227,000. \$110,000 will be awarded from the approved FY 2024-25 budget for Phase I of the scope of work. Upon satisfactory completion of Phase I, the remaining \$117,000 will be allocated from the FY 2026-27 budget and will be included in the FY 2026-27 budget resolution.

Timothy Burroughs introduced the item and provided background on Measure D. More background information about Measure D is available in the [Topic Brief](#). Jennifer West provided an overview of the staff report and presented a PowerPoint presentation. A link to the report is available here: [Measure-D-Audit-Award-memo.pdf](#). Ms. West informed the Board that Measure D requires an audit every five years to ensure compliance with its requirements. Staff released a Request for Proposals (RFP) to identify qualified proposals and consultants and recommended awarding the contract to Crowe LLP. Additional time was provided to the Board for discussion and for clarifying questions. An audio link to the discussion is available here: [Measure-D-Overview-Audit-Award-Discussion](#). There were no public comments for this item. President Liao thanked staff for the report and is looking forward to the results of the audit report.

Board member McKaughan moved for approval of the staff recommendation. Board member Barrientos seconded, and the motion carried 10-0. The Clerk called the roll:  
(Ayes: Barrientos, Bowen, Harrington, Jensen, Liao, McClure, McKaughan, Mourra, Owyang, Wang. Nays: None. Absent: None. Abstain: None)

### **2. Technical Assistance for Low-Embodied Carbon Building Materials (Heather Larson & Karen Kho)**

This item is for information only.

Timothy Burroughs introduced the item. Heather Larson provided an overview of the staff report and presented a PowerPoint presentation. The State of California updated its 2024 building code (CalGreen) to include measures that reduce the embodied carbon of buildings, which encourages waste reduction, material reuse and circular economy strategies in the construction sector. Ms. Larson provided an overview of the program and how StopWaste is offering technical assistance to municipal and multifamily design teams that seek to incorporate low-embodied carbon building materials in projects. A link to the staff report and the presentation is available here: [TA-Low-Embodied-Carbon-Building-Materials-memo.pdf](#)

Additional time was provided to the Board for discussion and for clarifying questions. An audio link to the discussion is available here: [TA-Low-Embodied-Carbon-Building-Materials-Discussion](#). President Liao thanked Ms. Larson for an informative discussion. There were no public comments for this item.

**VII. MEMBER COMMENTS AND COMMUNICATIONS FROM THE EXECUTIVE DIRECTOR**

Mr. Burroughs announced the annual StopWaste Environmental Leadership awards program for 2025. The award honors Alameda County entities for their leadership and innovations in advancing environmental sustainability, waste prevention, and contributions to building healthy, climate resilient communities in Alameda County. The 2025 awards program will be held during the Recycling Board meeting on Thursday, June 12 at 4:00 p.m., at the StopWaste office. Mr. Burroughs encouraged the Board to consider outstanding organizations in their communities that might be recognized for their leadership and for their innovation. Staff will send out more details about the awards program via email.

**VIII. ADJOURNMENT – TO PC&RB MEETING - MARCH 13, 2025 AT 4:00 P.M.**

The meeting adjourned at 7:15 p.m.

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**2025 - ALAMEDA COUNTY RECYCLING BOARD ATTENDANCE**

	J	F	M	A	M	J	J	A	S	O	N	D
<b>REGULAR MEMBERS</b>												
B. Barrientos		X										
X. Bowen		X										
V. Harrington	X	X										
T. Jensen	X	X										
G. Liao	X	X										
E. McClure	X	X										
L. McKaughan	X	X										
D. Mourra	X	X										
E. Owyang	X	X										
J. Wang	X	X										
Vacant, Recycling Programs												
<b>INTERIM APPOINTEES</b>												

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

X=Attended

A=Absent

I=Absent - Interim Appointed

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**DATE:** March 13, 2025  
**TO:** Recycling Board  
**FROM:** Timothy Burroughs, Executive Director  
**SUBJECT:** Written Reports of Ex Parte Communications

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**BACKGROUND**

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

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

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

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

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**DATE:** March 13, 2025  
**TO:** Programs & Administration Committee  
Planning Committee/Recycling Board  
**FROM:** Pat Cabrera, Administrative Services Director  
Justin Lehrer, Operations Manager  
**SUBJECT:** Multi-Year Fiscal Forecast

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**SUMMARY**

Each year, early in the development of the Agency’s annual budget, staff conduct an analysis of the organization's fiscal forecast and current fund balance and reserves. This review helps identify adjustments needed to maintain sufficient funding levels so that Agency staff may continue to deliver impactful programs that advance our goals today while also maintaining adequate contingency funds for the future. The analysis focuses on the Agency’s fee-based revenue structure and projected expenditures. At the March 13 Programs & Administration and Recycling Board meetings, staff will present an overview of the latest analysis and annual fiscal forecast.

**DISCUSSION**

Key to the Agency’s mission is to accelerate progress toward a circular economy, including advancing upstream waste prevention as well as material reuse, repair, and recycling. Consistent with our mission and other broader economic factors, solid waste disposal and the associated revenue has declined over time. This landfill tonnage-based fee revenue is the primary source of revenue for the Agency’s discretionary budget (i.e., General Fund). Under the current revenue structure, maintaining consistent expenditures will at some point be fiscally unsustainable. As revenues decrease, or even if revenues remain flat, consistent or increased expenditures are creating a structural deficit. As such, a sufficient fund balance is needed to fill in budgetary gaps while critical financial and programmatic decisions are made and implemented, such as reductions in certain expenditures and diversification of fees and other sources of revenue, which the Agency is currently undertaking.

**FORECAST SCENARIOS**

Utilizing a forecasting model developed in 2022 by the consulting firm Crowe, LLP, staff update the Agency’s revenue projections each year. The model includes seven scenarios to help determine a range of possible funding trends and associated fiscal measures that support the Agency’s operations and mission.

The main purpose of the initial Crowe analysis and development of the fiscal forecasting model was to help determine an adequate or minimum fund balance with reserves that the Agency should maintain that both supports advancement of the Agency’s mission today, while also providing the means to plan for the future. The scenarios described in the “Forecast Scenario Descriptions” table below (see page 9 of Attachment 1

for more detailed descriptions) cover a range of potential circumstances that could occur in the future and the potential impact of these scenarios on the Agency’s reserves and fund balance. We are now and will continue to use these models as part of the annual multi-year forecast.

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

The Agency’s financial status has been closely tracking with Scenario C since inception of the model in 2022, and is also consistent with the forecasting tool used in prior years.

**Forecast Scenario Descriptions**

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

**MINIMUM FUND BALANCES AND RESERVES**

A component of this analysis was to help determine what the Agency should maintain as the minimum level of funding required for each forecasting scenario in order to continue to efficiently operate while decisions are made to address funding imbalances. This calculation is described in detail on page 12 of Attachment 1. Included in the report is the assumption that approximately three years of lead time is needed to undergo a process that addresses funding declines, whether that be through changes to the revenue structure or programmatic changes (i.e., reductions), which take time to implement effectively.

The analysis concluded that the minimum funding level is an amount equivalent to 1 to 1.4 times an average discretionary budget (depending on the scenario). The Agency currently meets that minimum with an additional 8-month surplus above the minimum contingency funding levels. Therefore, the Agency would

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

have sufficient surplus fund balance and reserves based on any of the scenarios to operate under an annual deficit for at least the next three years, except for scenario G which is unlikely to occur within this timeframe. In the meantime, the Agency has already started the process of identifying and implementing cost savings and diversifying its revenues, which will be discussed with the Board in more detail.

## **KEY FINDINGS FROM THE SCENARIO ANALYSIS**

The Crowe analysis provides a useful tool to help Agency staff identify a level of fund balance and reserves needed to efficiently operate while making critical decisions regarding its revenue structure or level of expenditure. Staff updated the projection models for this fiscal forecast to include actual figures for last fiscal year (FY 2024) and budgeted figures for the current fiscal year. Based on actual figures and revenues to date, the Agency's fiscal trend continues to closely match Scenario C.

Here are the key findings from the Agency's current fiscal forecast analysis:

- The Agency has accumulated fund balances and reserves, currently totaling approximately \$23.8m, which provide a sufficient planning horizon to implement changes that address the structural imbalance between revenues and expenditures.
- Based on the current fund balance, the Agency does not require any fee adjustment at this time. However, based on the current rates, reliance on tonnage-based fees as the Agency's primary source of discretionary revenue will not be adequate to fund operations in the longer term, assuming a similar expenditure plan.
- The longer-term forecast (through FY 2033) shows a decline in all fund balances and reserves even in the best-case scenario, with some scenarios showing the Agency exhausting all fund balances and reserves by FY 2029. Even in the scenario which shows revenue growth, it will not outpace expected inflationary impacts.
- The Agency's unique circumstances related to revenue generation and the complexity of adjusting the fees that generate revenue expose the Agency to financial risk in the longer term, which warrants maintaining a higher fund balance than other area waste management authorities that have different, more nimble fee structures.
- The Agency will use the forecasting tools to inform its budgetary and policy decision-making going forward. With active monitoring of the Agency's fund balance, the Agency can proactively assess and manage potential surpluses or deficits.
- The Agency has already begun the process of analyzing options for diversifying and stabilizing revenues for the long term, in addition to being prudent with expenditures.

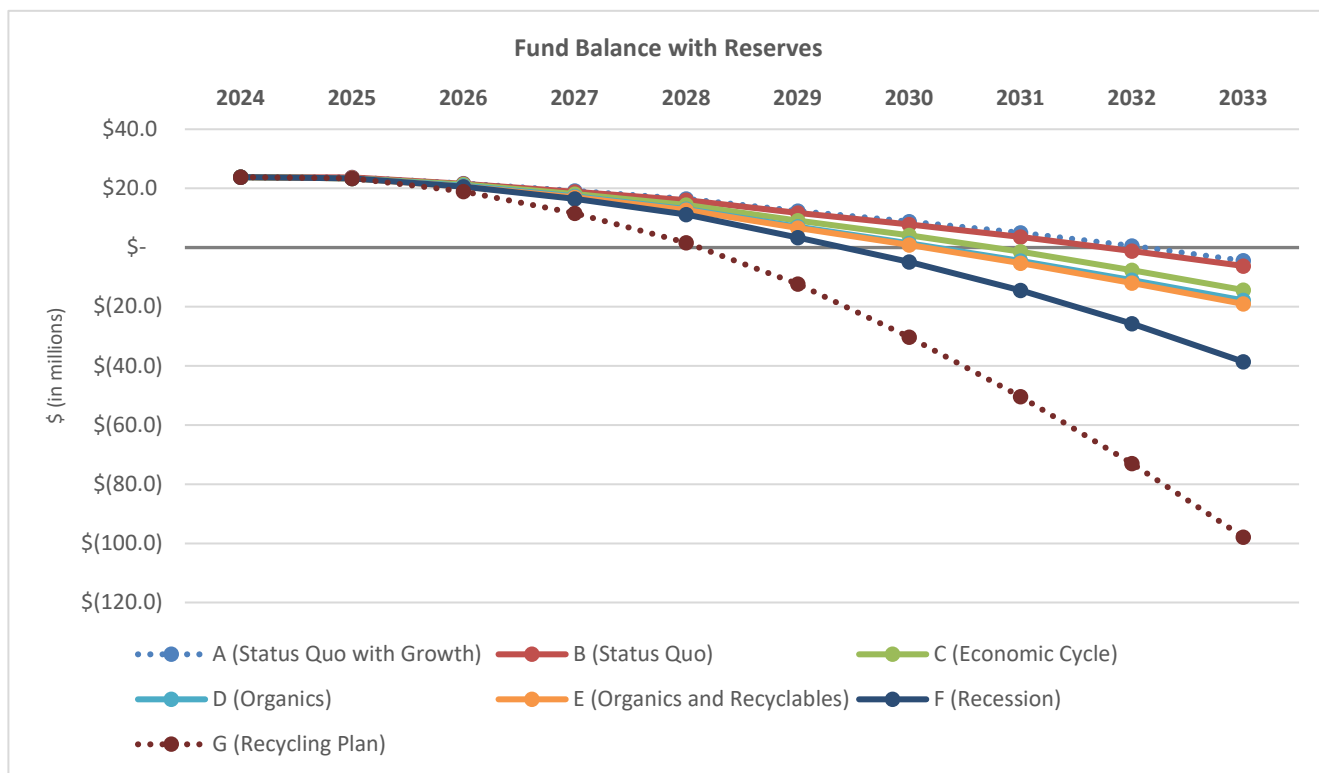
## **LONGER TERM FORECASTS**

While financial forecasting is a valuable tool, the forecasts are estimates that become less accurate the further out data are projected. However, extending the scenarios through FY 2033 still provides insight as shown below. The table and chart below reflect estimated fund balance trends without interventions such as expenditure reductions or diversification of revenues.

**Projected Ending Fund Balance with Reserves (in millions) – Years 3, 6, and 9**

Scenario	Base Year 2024	Year 3 2027	Year 6 2030	Year 9 2033
A (Status Quo with Growth)	\$ 23.8	\$ 19.2	\$ 8.8	\$ (4.4)
B (Status Quo)	\$ 23.8	\$ 18.9	\$ 7.8	\$ (6.2)
C (Economic Cycle)	\$ 23.8	\$ 18.1	\$ 4.1	\$ (14.4)
D (Organics)	\$ 23.8	\$ 17.3	\$ 1.4	\$ (17.9)
E (Organics and Recyclables)	\$ 23.8	\$ 17.0	\$ 0.9	\$ (19.5)
F (Recession)	\$ 23.8	\$ 16.5	\$ (4.8)	\$ (38.6)
G (Recycling Plan)	\$ 23.8	\$ 11.6	\$ (30.3)	\$ (97.9)

**Projected Fund Balance with Reserves (FY 2024 through FY 2033)**



As previously mentioned, the longer-term forecast shows a decline in all fund balances and reserves, with all scenarios showing the Agency exhausting all fund balances and reserves by FY 2033. Even in the best-case scenario, simple inflationary increases will outpace revenues, and we anticipate that we will continue to experience declines in tonnage-based revenues over time. While the Agency will take steps to minimize the risk of these longer-term forecasts, they do highlight the need to continue to regularly update the forecasting models to help identify trends and to address this fiscal imbalance.

**BUDGET IMPACTS FOR FY 2026**

While the medium-term forecasts indicate that the Agency will need to restructure and diversify its revenue streams, the short-term forecasts show that even in the worst-case scenario the Agency is in a stable

financial position. This is helpful in preparing for the upcoming budget in that the Agency has the flexibility to make additional investment in our programs that further our mission. As the chart below shows, the Agency can utilize its funding contingency to fill in the budgetary gaps between revenue and expenditures and still maintain an adequate surplus even in the worst-case scenario (Scenario G, which is highly unlikely) through FY 2028, and through FY 2030 in the more likely scenario (Scenario C). Note, this does not mean that the Agency will have exhausted the fund balances and reserves by these dates, only that the accumulated fund balance and reserves would no longer meet the minimum funding contingency for that particular scenario.

**Fund Balance with Reserves (in millions)**

Scenario	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
A (Status Quo with Growth)	\$ 23.8	\$ 23.7	\$ 21.6	\$19.2	\$ 16.5	\$ 12.4	\$ 8.8	\$ 5.0	\$ 0.6	\$ (4.4)
B (Status Quo)	\$ 23.8	\$ 23.7	\$ 21.5	\$18.9	\$ 16.0	\$ 11.7	\$ 7.8	\$ 3.6	\$ (1.1)	\$ (6.2)
C (Economic Cycle)	\$ 23.8	\$ 23.4	\$ 21.4	\$18.1	\$ 14.4	\$ 9.1	\$ 4.1	\$ (1.4)	\$ (7.6)	\$ (14.4)
D (Organics)	\$ 23.8	\$ 23.4	\$ 21.0	\$17.3	\$ 13.1	\$ 7.0	\$ 1.4	\$ (4.5)	\$ (11.0)	\$ (17.9)
E (Organics and Recyclables)	\$ 23.8	\$ 23.4	\$ 20.6	\$17.0	\$ 12.7	\$ 6.6	\$ 0.9	\$ (5.3)	\$ (12.2)	\$ (19.5)
F (Recession)	\$ 23.8	\$ 23.4	\$ 20.6	\$16.5	\$ 11.1	\$ 3.4	\$ (4.8)	\$ (14.4)	\$ (25.8)	\$ (38.6)
G (Recycling Plan)	\$ 23.8	\$ 23.4	\$ 18.9	\$11.6	\$ 1.6	\$ (12.3)	\$ (30.3)	\$ (50.4)	\$ (73.0)	\$ (97.9)

**PLANNING FOR THE FUTURE**

As previously discussed, staff is currently analyzing various options to stabilize its core revenue and presented our initial analysis to the WMA at its meeting on October 23, 2024. The Board approved the staff recommendation to conduct a regulatory fee study to determine which Agency projects are eligible for this type of fee along with potential rates and the amount of revenue the fee would generate. Staff is currently working with R3 Consulting Group, Inc., and will be presenting findings to the Board upon completion of the analysis, tentatively scheduled for July or September. Furthermore, the Agency is taking proactive measures regarding expenditures, such as limiting hiring and carefully managing vacancies, and will . The Agency will continue its practice of monitoring unfunded liabilities and making strategic discretionary payments when feasible to both ensure the adequacy of the pension and post-retirement benefits (OPEB) and reduce annual operating expenses.

Staff is in the process of preparing the FY 2026 budget, which will be presented at the joint session of the Boards and the Energy Council on April 23, 2025. While the Agency will always exercise fiscal prudence, this analysis provides particularly useful information as staff plan initiatives that support the Agency’s broader interests in advancing a healthy local food system, a thriving circular economy, and innovation in the Bay Area construction sector.

**RECOMMENDATION**

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

Attachment 1: Crowe report: [Fiscal Forecasts and Fund Balance/Reserve Analysis](#)

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**DATE:** March 13, 2025

**TO:** Recycling Board

**FROM:** Meri Soll, Senior Program Manager  
Jennifer West, Program Manager

**SUBJECT:** Expenditure Plan Approval for San Leandro

**SUMMARY**

Measure D provides funds passed through to municipalities in Alameda County which can be used to support recycling programs. The Recycling Board adopted rules for Measure D spending to ensure that these funds are used and are not accrued by municipalities, with thresholds that must be met to receive future disbursements of Measure D revenues. If a municipality’s accumulated Measure D funds exceed that threshold, then the municipality must submit, and the Recycling Board must approve, an expenditure plan explaining how the municipality will spend down its accumulated funds below the threshold so the municipality will be eligible to receive further Measure D per-capita monies. The City of San Leandro reported an unspent fund balance at the end of FY 23-24 that exceeds the current policy threshold, and it has submitted an expenditure plan for FY 24-25 and 25-26 for Board consideration. Staff reviewed their plan and recommend Recycling Board approval.

**DISCUSSION**

The County Charter (Measure D) directs that 50% percent of Recycling Fund revenues generated from the \$8.23 per ton landfill surcharge “...shall be disbursed on a per-capita basis to municipalities for the continuation and expansion of municipal recycling programs.” (Subsection 64.060(B)(1)).

In June 2021, the Recycling Board adopted [Resolution #RB 2021-02](#) which revised the 2014 policy containing rules and procedures regarding the accumulation of unspent fund balances, expenditure plans for the use of such accumulated funds, and the eligibility to receive further per-capita disbursements to meet Measure D goals. The purpose of this adopted policy is to encourage the use of Measure D funds to help achieve countywide waste reduction goals, and to discourage accumulating funds without a plan for their use. Specifically, the policy states:

Any municipality receiving per capita disbursements of Recycling Fund monies under the Alameda County Waste Reduction and Recycling Act, Section 64.060, shall present to the Board for its approval a written expenditure plan if, at the end of any fiscal year, that municipality has an unspent balance of such monies that exceeds the amount of \$8.00

(eight dollars) multiplied by the population basis used for the first quarterly disbursement of that fiscal year.

Municipality must submit, for the approval of the Recycling Board, an expenditure plan for that municipality to continue to receive future quarterly disbursements. A municipality's proposed expenditure plan must include the following:

- The scope of work and amount of funds proposed for expenditure to reduce the municipality's Measure D fund balance to 25% below the allowable threshold of \$8.00 (eight dollars) multiplied by the population basis formula
- An expenditure plan and scope of work allocated by fiscal year and designed to expend the required amount within two (2) fiscal years from submittal date of the expenditure plan
- Member agency's manager (City Manager, General Manager, or equivalent) signature

The City of San Leandro has submitted an Expenditure Plan (Attachment A) for Recycling Board consideration to ensure the plan meets the policy requirements and is a reasonable approach to draw down fund balances to 25% below the allowable threshold. This is the first expenditure plan for San Leandro and it is mainly due to staff vacancies in 2024, which meant funds were not going to that staff position, and the city was without staff to spend Measure D funds on planned programming.

All municipalities are provided with a list of eligible activities that can be paid for using Measure D funds.

At the Board meeting, staff will provide an overview of the attached Expenditure Plan. A representative from the City of San Leandro will be available to respond to any questions related to the expenditure plan details.

### **RECOMMENDATION**

Staff recommend that the Recycling Board approve the Expenditure Plan submitted by the City of San Leandro.

Attachment:

Attachment A – City of San Leandro FY 2024-2026 Expenditure Plan

**City of San Leandro**  
Civic Center, 835 E. 14th Street  
San Leandro, California 94577  
[www.sanleandro.org](http://www.sanleandro.org)



February 28, 2025

Alameda County Waste Management Authority - StopWaste  
Timothy Burroughs, Executive Director  
1357 Webster Street  
Oakland, CA 94612

RE: City of San Leandro FY 2024-25 and FY 2025-2026 Measure D Expenditure Plan

Dear Mr. Burroughs:

This letter serves as the City of San Leandro Measure D Expenditure Plan for the two-year period beginning July 1, 2024, through June 30, 2026, and is submitted in accordance with Alameda County Source Reduction and Recycling Board Resolution #RB 2021-02 which states:

*Any municipality receiving per capita disbursements of Recycling Fund monies under the Alameda County Waste Reduction and Recycling Act, Section 64.060, shall present to the Board for its approval a written expenditure plan if, at the end of any fiscal year, that municipality has an unspent balance of such monies that exceeds the amount of \$8.00 (eight dollars) multiplied by the population basis used for the first quarterly disbursement of that fiscal year. (Utilizing same threshold formula identified in Resolution 2014-2).*

At the close of fiscal year 2023-2024, City of San Leandro’s Measure D fund balance exceeded the allowable balance by \$22,396.77. This was the result of reduced expenditures due to a staffing gap and corresponding reduction in programming from 2022-2024. This staffing and programming accounted for a majority of City of San Leandro's planned Measure D expenditures. While the City was able to continue spending Measure D funds for other purposes (recycling supplies, outreach & promotions, governmental fees), these expenditures were insufficient to maintain a fund balance below the allowable threshold.

Additionally, in 2022 San Leandro began the significant effort and expense procuring updated and SB 1383-compliant Collection and Post-Collection franchise agreements, resulting in these agreements to be approved in July 2024, and the expanded new services and programs in these 10-year agreements began on February 1, 2025.

San Leandro’s Public Works Department has undergone reorganization to accommodate these gaps and extra programming needs, and in the second quarter of FY 24-25 hired its first Environmental Services Manager to oversee programs and activity in Solid Waste, Sustainability,

Juan González III, Mayor

City Council:

Victor Aguilar, Jr.

Xouhoa Bowen

Bryan Azevedo

Fred Simon

Dylan Boldt

Sbeydeh Viveros-Walton



and Stormwater.

With these changes, the City intends to significantly increase spending of Measure D funds toward staffing and programs as detailed in the attached Expenditure Plan. This increase, along with our currently budgeted annual Measure D expenditures will reduce the City's Measure D fund balance to a level that follows Alameda County Source Reduction and Recycling Board Resolution #RB 2021-02 in FY 25-26.

Thank you for your consideration of City of San Leandro's Measure D Expenditure Plan. If you have any questions, please contact Environmental Services Manager Kerry Parker at [kparker@sanleandro.org](mailto:kparker@sanleandro.org), or (510) 298-1973.

Sincerely,



Sheila Marquises (Feb 28, 2025 16:10 PST)

Sheila Marquises  
Public Works Director  
City of San Leandro

City of San Leandro  
 Measure D Expenditure Plan  
 Fiscal Years 2024-2025 and 2025-2026

	FY 2024 Actual	FY 2025 Projected	FY 2026 Projected
Starting Fund Balance	\$ 396,667	\$ 440,469	\$ 405,985
<b>Revenue</b>			
Measure D Funds	\$ 152,517	\$ 152,517	\$ 152,517
<b>Expenditures</b>	\$ 108,715	\$ 183,000	\$ 374,000
Ending Fund Balance	\$ 440,469	\$ 405,985	\$ 184,501

Measure D Allowable Threshold:

(\$8 x City of San Leandro Population 52,259)

\$ 418,072

Allowable Fund Balance (25% below threshold)

\$ 313,554    \$ 313,554

Fund balance above allowable threshold

\$ 22,396    \$ 92,431    \$ (129,053)

Measure D expenses	FY 24-25 Planned spending	FY 25-26 Planned Spending
Upgrade South Branch Library to become Environmental Services Offices: salvaged building materials, 2nd hand furniture, supplies	\$15,000	\$15,000
Environmental Svcs Manager (Kerry Parker)	\$21,000	\$65,000
Waste Reduction Coordinator (to be hired March 2025)	\$20,000	\$60,000
Recycling Interns (2 per year, Year Up interns)	\$40,000	\$40,000
Upgrade shared downtown enclosures (cameras, lights, locking system for optimal waste separation and monitoring)	\$15,000	\$15,000
Consultant - update C&D ordinance, SW ordinance	\$20,000	\$30,000
Green Mary - event greening for Cherry Festival	\$10,000	\$10,000
Paper Shredding event for public (100% recycled)		\$10,000
Event Support Staffing	\$4,000	\$4,000
Compost procurement SB 1383 - purchase via WM post-collection agreement		\$50,000
Advertising (programs, events, local events)	\$15,000	\$15,000
BayROC (annual membership for regional media campaigns in waste reduction initiatives)	\$3,000	\$3,000
Recyclist - Software for the data tracking of SB 1383 implementaion. 3-yr agreement (1 year = \$25K)	\$0	\$25,000
Dishwashers (purchase/install for city facilities)	\$0	\$10,000
Dishware	\$0	\$2,000
<i>Trash-Free San Leandro</i> campaign - Consumer focused waste reduction (specifically single-use foodware) outreach	\$20,000	\$20,000
<b>Total Planned Expenditures:</b>	<b>\$183,000</b>	<b>\$374,000</b>