



DATE: November 16, 2016
TO: Waste Management Authority Board
FROM: Wendy Sommer, Executive Director
SUBJECT: Priority Setting: Guiding Principles

SUMMARY

Beginning in July of this year, the Authority embarked on a priority setting process with staff, the Board, and key stakeholders. At the November 16 Waste Management Authority Board meeting, staff will seek approval of the guiding principles below, which were developed in response to Board and stakeholder input gathered during the priority setting public process. The guiding principles will help with strategy and budget development over the coming two years; their adoption will conclude the priority setting process.

DISCUSSION

Our budget and work plans each year are guided by the agency's Strategic Plan 2020, adopted in 2010. Constraining resources and projections for continued revenue declines now lead us to set priorities within the comprehensive plan, and focus our efforts where we can achieve the greatest results in support of our mission, stakeholders, and member agencies. In order to shift towards a more fluid, adaptive approach to strategic planning, we plan to reassess our progress and priorities every two years going forward.

The priority setting process included surveys and/or conversations with staff, Boards, city staff (TAC and city managers), the Measure D committee and Northern California Recycling Association. Staff developed the guiding principles below based on evaluation of this stakeholder outreach and current issues relevant to materials management in Alameda County. In addition to the guiding principles, the Board asked staff to develop interim goals that provide more specificity and tracking beyond the Strategic Plan aspirational goal of "less than 10 percent good stuff in the garbage by 2020." Those goals will be developed and included in the FY17-18 budget.

2016 Priority Setting Process: Proposed Guiding Principles

The first seven of the guiding principles below were shared with the WMA Board at its October meeting. At that meeting, the Board showed support for the draft principles, with two additions. One is to create a separate principle related to coordination and collaboration with other public agencies to avoid duplication of effort, and the second was to ensure that the Agency had the flexibility to add a new

project when it made sense, with the understanding that other project work would need to be eliminated to make room for the new work.

Topic Area/Polarity	Guiding Principle
Upstream/Downstream	StopWaste's non-mandatory projects will emphasize waste prevention over management of discards.
Experiment & Innovate/Tried & True	Explore innovative and experimental approaches that may be leveraged by member agencies.
Doing/Studying	Emphasize project implementation and collect data only as needed to make informed decisions.
Broader Sustainability/Focus on Waste	Pursue projects with multiple sustainability benefits (greenhouse gas reduction, water conservation), only when linked with materials and waste management.
Organics/Non-Organic Waste	Organics, as the largest remaining portion of the waste stream to landfill, will continue to be an emphasis for the next two years.
Outreach: Target Audiences/Member Agencies	Develop programs that directly reach out to target audiences and communities; coordinate with Member Agencies.
Voluntary/Mandatory	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.
<i>From Board Discussion</i>	Coordinate and collaborate with local public agencies to avoid duplication of effort.
<i>From Board Discussion</i>	Ensure the flexibility to add new projects and cut back on existing projects when appropriate..

RECOMMENDATION

Adopt the above Guiding Principles to be used for programmatic strategy and budgetary planning through 2018.