



DATE: May 23, 2018

TO: Waste Management Authority Board

FROM: Wendy Sommer, Executive Director

BY: Justin Lehrer, Senior Program Manager

SUBJECT: 2018 Priority Setting

SUMMARY

This fall we will seek input from Board members and other stakeholders to update the Agency's strategic plan priorities and guiding principles. At the May 23 Waste Management Authority meeting, staff will seek approval on a proposed priority setting process and timeline.

DISCUSSION

Although our work is guided by the strategic plan adopted in 2010, identifying priorities helps focus the Agency's limited resources on the areas where we can be most relevant and helpful to our stakeholders, optimizing effectiveness and results. Our experience with the 2010 strategic plan has shown us that planning programmatic work for a 10-year horizon presents many challenges that have left us with mixed results. For example, implementing the Mandatory Recycling Ordinance has resulted in a spike of businesses getting recycling and organics service, and the direct measurement of what is in garbage cans has brought us a better understanding of the residential waste stream. However, elements such as the Franchise Task Force, Facilities Investments, "The Contest", some of the Product Decision Targets and Advanced Disposal Fee could not be implemented and/or did not achieve the results as originally intended. Shifting to a two-year planning horizon allows us to be strategic about our programs, but with a more flexible approach that allows the Agency to adapt to changing conditions.

In November 2016, the Waste Management Authority Board participated in the Agency's first priority-setting process. The culmination of this process was the adoption of a set of guiding principles that provide a decision-making framework for budgetary decisions.

This fall we will conduct priority setting again, seeking input from Board Members and other stakeholders. The desired end result is an update to the guiding principles that can be used to inform budget

development for the next two years (Fiscal Years 2019-20 and 2020-21). Staff found that these guiding principles work very well in ensuring that we stay on track and our work aligns with our goals, strengths, and current external conditions, as we continue to progress towards matching core expenditures with core revenues. We will continue the “less than 10% of good stuff in garbage” aspirational goal, supplementing it with the recently presented indicators and short term goals.

Process Overview

The priority setting process will include conversations with staff, Board members, member agency staff (TAC and City Managers), and input to be requested and/or already provided by waste and recycling industry representatives. The work will culminate in December with the Board approving a revised set of guiding principles. Elements include:

- Informational Presentations – Project updates have been taking place throughout the year and will continue on major activities and a number of timely topics to provide the Board with the background necessary for a thoughtful decision-making process.
- Stakeholder input – Staff will solicit input on the priorities and perspectives of member agency staff, haulers and recyclers through facilitated discussion.
- Internal input and research– Staff will draw from our knowledge as subject matter experts, assess effectiveness of current projects, and identify current directions in solid waste, sustainability and climate change. We will consider StopWaste’s current and potential roles going forward.
- Board Direction – In the form of a framework of guiding principles to help us navigate budget decisions for the next two years.

Proposed Priority Setting Timeline

May 23	WMA/EC	Introduce priority-setting process and timeline
June 14	P&A PC/RB	Info Item: Circular economy principles for materials management
July 12	P&A PC/RB	Info Item: Food Service Packaging and Marine Debris
August 21	Energy Council TAG	Energy Council Priorities Discussion
September 13	P&A PC/RB	Info Item: Discards Behavior and Markets
September	Staff TAC	Priority Setting Discussions
October	Staff TAC	Priority Setting Discussions continued

October 24	Energy Council WMA	Energy Council Priority Setting Agency Communications: approach and strategies
November 14	WMA/EC/RB Joint Meeting	Strategic Planning Workshop
December 19	WMA/EC	Adopt updated Priorities/Guiding Principles

RECOMMENDATION

That the Authority Board approve the priority setting process and timeline described above.