



**DATE:** August 11, 2016  
**TO:** Planning & Organization Committee/Recycling Board  
**FROM:** Wendy Sommer, Executive Director  
**SUBJECT:** Priority Setting: Overview and Timeline

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## **SUMMARY**

With reduced resources but growing environmental challenges, staff is seeking direction for setting budgetary priorities over the coming two years. At the August 11 Planning & Organization Committee/Recycling Board meeting, staff will review the priority setting process and timeline. The desired end result of the process is a budgetary decision making framework that will allow the Agency to focus on staff core competencies, continue to innovate, and leverage our limited resources through partnerships and external funding. Note that a joint meeting of the WMA, Energy Council and Recycling Board is planned for September 28 for a facilitated goal setting process. This will be in addition to the regularly scheduled September 8 Planning & Organization Committee/Recycling Board meeting.

## **DISCUSSION**

Each year our budget and work plans are guided by the strategic plan adopted in 2010. Constraining resources now require us to set priorities within the structure of the plan, so that we are focusing on the areas where we can be most relevant and helpful to our stakeholders and customers, optimizing effectiveness and results. We feel the need to shift towards a more fluid, adaptive strategy.

Staff is seeking a priority framework from the Board that can be used to make decisions when developing budgets for the next two years. Financially, our goal is to match core expenditures with core revenues (with no new fees), and align programmatic work with our goals, strengths, and current external conditions.

At the conclusion of the next two budget cycles, staff will begin discussions with the Board on what strategy structure would best replace the 2010 strategic plan once it reaches its planned 10-year horizon in 2020.

### Process Overview

The priority setting process will include conversations with staff, Boards, city staff (TAC and city managers), and input to be requested and/or already provided by stakeholders such as the Northern California Recycling Association, the Measure D committee, and industry representatives. The work will

culminate in November with the Boards approving a budgetary decision making framework. Process elements include:

- Board Presentations – Project updates have been taking place throughout the year and will continue on major activities and current/relevant topics to provide the Board with the background necessary for a thoughtful decision-making process.
- Stakeholder input – Staff will solicit input on the priorities of external stakeholders such as member agencies, haulers and recyclers.
- Internal input and research on broader environment – Staff will assess effectiveness of current projects and identify current directions in solid waste, sustainability and climate change, our Agency’s current role/place within them and potential roles looking forward.
- Board Direction – In the form of a framework of orienting principles to help us navigate budget decisions for the next two years. Should include guidance on areas of emphasis (e.g., “We will emphasize X, even over Y,” when both X and Y are worthy, “good” things to do).

Proposed Priority Setting Timeline

JULY		
July 13	Staff	Process overview, gather initial input
July 27	WMA/EC	Priority setting process/timeline
July 28	TAC	Process overview, gather initial input

AUGUST		
August 11	RB	Priority setting process/timeline
August 17	Staff	Priority setting exercises

SEPTEMBER		
September 1	TAC	Initial strategy preview and input
September 14	Staff	Initial strategy preview and input
September 28	Joint WMA/EC RB	Facilitated goal setting
Dates TBD	Member agencies, industry, other partners	Initiate conversations and gather input

OCTOBER		
Dates TBD	Staff	Develop recommended framework for Board adoption in November

NOVEMBER		
November 10	RB	Adoption of priority framework
November 16	WMA/EC	Adoption of priority framework

**RECOMMENDATION**

The timeline and process were approved by the Waste Management Authority Board at its July meeting. This item is for information only.