



---

**DATE:** November 18, 2020

**TO:** Waste Management Authority Board  
Energy Council  
Source Reduction and Recycling Board

**FROM:** Wendy Sommer, Executive Director  
Timothy Burroughs, Deputy Director  
Justin Lehrer, Operations Manager

**SUBJECT:** FY 2021-2023 Priority Setting Discussion

---

## **SUMMARY**

The Agency undertakes the priority setting process every other year to inform budget development, resource allocation, external fund-seeking, and program selection and design for a two-year period.

At the November 18 joint meeting, staff will present and lead discussion on proposed updates to the Agency's guiding principles. Input from the meeting will inform final adjustments, and the process will conclude in December when the Board considers adoption of updated guiding principles for the next two fiscal years.

## **DISCUSSION**

At the September 23 meeting, staff presented plans and a timeline for the 2020 priority setting process, and received initial input from the Boards. Since that meeting, staff gathered additional input and ideas from internal and external stakeholders, including member agency staff, StopWaste staff, and partner organizations (see [Appendix A](#)). These efforts yielded valuable input, especially by helping us identify tangible examples of what the draft guiding principles look like when applied to our collective work.

The intent of the following aims and guiding principles is to reflect the Agency's long-term direction as well as shorter-term (two fiscal years) programmatic work, especially the roles StopWaste plays to support its member agencies; to affirm the work we have done internally; and to reflect the many external forces that affect our collective work, such as the COVID-19 pandemic, climate impacts, and persistent social and racial disparities in our communities. Draft guiding principles and examples of each principle in action are listed below.

## DRAFT Aims and Two-Year Guiding Principles

StopWaste is utilizing six ‘aims’ to provide a long-term framework for focusing its work:

- **Capacity:** Help member agencies and partners develop the additional capacity needed for large-scale community and environmental benefit
- **Equity:** Hold social and racial equity at the center of our work
- **Partnership:** Cultivate collaborative, multi-disciplinary partnerships
- **Regeneration:** Focus resources on strategic interventions where we can support the shift towards a regenerative economy
- **Mindset:** Change the mindset driving inefficient resource use and overconsumption in Alameda County
- **Evaluation:** Evaluate success based on indicators of economic, social and environmental health

To advance these aims and apply it to our work, StopWaste proposes the following two-year guiding principles:

	<b>Two-Year Guiding Principle</b>	<b>Explanation</b>	<b>Example of Principle in Action</b>
1	Assist member agencies to strategically and cost-effectively address regional and state-level regulations and policies, such as SB 1383 and AB 32	StopWaste supports member agencies and other partners in ways that build long-term capacity to achieve lasting benefits and market transformation	StopWaste is leveraging its capacity and tools, such as strategic grant-making, technical assistance, and countywide messaging, to bolster jurisdictions’ implementation of SB 1383 requirements and ultimately achieve greater results
2	Integrate equity into Agency operations and programs	As a public agency, it is essential that our programs and services are designed to serve and be accessible to all members of the community, especially those most often underserved	This past year StopWaste redesigned the BayREN multifamily program to advance equity by targeting tenants and owners of small multifamily buildings – community members that are typically not served by other energy programs
3	Align our program offerings to better serve community members	Multiple programs sometimes cross-promote to the same audience and compete for their attention; we have the opportunity to further integrate services	Participants in the StopWaste Schools Program benefit from outreach and educational resources related to reducing food waste, using clean energy, composting, and more
4	Form new and strengthen existing partnerships that expand our multiple benefits approach to include the social and economic health of our communities	Creating new allies and partnerships can help us broaden the reach of our programs and provide additional benefits for our stakeholders	Effective implementation of SB 1383 requires new and increased collaboration with food recovery organizations to reduce organics disposal and help address food insecurity
5	Reorient the Agency’s work where needed to respond	Ensure the Agency’s annual budget is informed by the current economic	Several Agency programs, such as MRO, Schools, and Community Outreach,

	to and rebuild from the impacts of COVID-19 and climate change	downturn and our partners' resource constraints, while also being strategic and continuing to promote and foster innovation	quickly pivoted to providing web-based assistance and resources to continue to support communities during the COVID-19 pandemic
6	Continue to emphasize upstream approaches	Over time the Agency is shifting to higher level system interventions: from a downstream focus on proper handling of waste, to preventing wasteful use of both energy and materials, to designing waste out of existing systems, and it can go even further by influencing the consumer mindset out of which these systems arise	StopWaste is analyzing strategic interventions to influence reusable food ware systems and infrastructure
7	Collect, monitor and report data that tell the story of the Agency's impact and facilitate continuous improvement	Single-issue metrics (tonnage or kwh) are not sufficient to evaluate our overall effectiveness; evaluation efforts must also be informed by the Agency's guiding principles	StopWaste is currently evaluating a range of its programs to ensure they are achieving the intended outcomes and to define metrics to help track progress along the way

A key intention for this process is for the resulting guiding principles to reflect the full scope of the Agency's work, including our focus on materials management and efforts to advance clean energy solutions in Alameda County. Staff from StopWaste and from each member agency have identified some examples, both current and forward-looking, that help to bring the guiding principles to life, and at the November 18 joint Board meeting we will explore with Board members how the Agency's work might evolve over the next two fiscal years to further advance these principles in each member agency and for the county as a whole.

Staff will return in December to seek final approval from the Board on Agency guiding principles for fiscal years 21-22 and 22-23.

**RECOMMENDATION**

This item is for discussion and providing direction to staff.

### Appendix A: Stakeholder Input

Date	Venue	Activity
9/25	TAC/TAG Joint Meeting	Reviewed initial concepts for Agency priorities; conducted an exercise focused on applying the concepts to jurisdictions' work
10/1	TAC Meeting	Discussed SB 1383 coordination efforts, which is an important StopWaste and member agency priority
10/8	P&A Committee and Recycling Board	Presented the Agency's <a href="#">Program Evaluation</a> project, which will help the Agency effectively implement its priorities over time
10/15	Northern California Recycling Association	Presented draft Agency priorities to the NCRA Board and contributed <a href="#">article</a> to NCRA newsletter soliciting member input
10/20	TAG Meeting	Presented on energy programs coordination with East Bay Community Energy and solicited input on future funding opportunities related to a green recovery
10/21	All Staff Meeting	Reviewed draft guiding principles and gathered real-world examples of our work that reflects (or could reflect) the principles
10/28	WMA/EC Meeting	Provided <a href="#">presentation</a> on the Mandatory Recycling Ordinance and Recycling Transparency and Acceptability – programs reflected in the Agency's draft guiding principles
10/29	TAC/TAG Joint Meeting	Reviewed draft guiding principles and gathered additional member agency staff ideas and input
11/12	City Manager/County Administrator/Agency General Manager Survey	Conducted a survey of member agency leadership to inform Agency priority setting and next steps on SB 1383 implementation
11/18	Alameda County City Managers Association Meeting	Engaged City Managers in further discussion regarding StopWaste priorities and SB 1383 implementation