



DATE: December 16, 2020

TO: Waste Management Authority Board
Energy Council

FROM: Wendy Sommer, Executive Director
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SUBJECT: Priority Setting for Fiscal Years 2021-22 and 2022-23

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 Waste Management Authority Board, Energy Council, and Source Reduction and Recycling Board meeting, staff presented and the Board discussed proposed updates to the Agency's two-year guiding principles, along with a set of aims to help orient the Agency over a longer term. The final set of aims and guiding principles will be considered for adoption on December 16, concluding the priority setting process.

DISCUSSION

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 play to support its member agencies; to affirm the strategic planning work that Agency staff contributed to 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.

Throughout this priority setting process, Board members, member agency staff, StopWaste staff, and partner organizations provided valuable and pragmatic input, especially by helping us identify tangible examples of what the draft guiding principles look like when applied to our collective work.

After the November 18 joint Board meeting, StopWaste received comments from the Northern California Recycling Association (NCRA), who expressed their alignment with the draft guiding principles (and also indicated strong support for the landfill obsolescence goal included in the

Agency’s Recycling Plan). NCRA also emphasized the importance of continuing to support downstream solutions, while signaling agreement with upstream efforts focused on reusable food ware, and reuse more generally. Being specific programmatic requests, these comments are better addressed through the annual budget processes and are already reflected in the proposed guiding principles.

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:

	Two-Year Guiding Principle	Explanation	Example of Principle in Action
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	Use an equity lens when designing, implementing, and evaluating Agency operations and programs	As a public agency, it is essential that we approach our work in a way that is inclusive and centers the empowerment of the most marginalized in our communities	This past year StopWaste redesigned the BayREN multifamily program to advance equity by focusing on 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	Creating new allies and partnerships can help us broaden the reach of our	Effective implementation of SB 1383 requires new and increased collaboration

	expand our multiple benefits approach to include the social and economic health of our communities	programs and provide additional benefits for our stakeholders	with food recovery organizations to reduce organics disposal and help address food insecurity
5	Reorient the Agency's work where needed to respond to and rebuild from the impacts of COVID-19 and climate change	Ensure the Agency's annual budget is informed by current economic downturn conditions and our partners' resource constraints, while also being strategic and continuing to promote and foster innovation	Several Agency programs, such as MRO, Schools, and Community Outreach, 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 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

Once adopted, the revised guiding principles will be used to inform Agency strategy and budget development for the next two years (fiscal years 2021-22 and 2022-23). In keeping with a more adaptive approach to planning, staff will begin applying the aims and principles to our work, starting with discussion on how to integrate the guiding principles into programming.

RECOMMENDATION

That the WMA/EC Boards adopt the aims and guiding principles to be used for program design and budgetary planning for fiscal years 21-22 and 22-23.