



DATE: September 12, 2016

TO: Council Sustainability Committee

FROM: Director of Utilities & Environmental Services

SUBJECT

Priority Setting for the Alameda County Waste Management Authority

RECOMMENDATION

That the Committee reviews and comments on this report.

SUMMARY

This report provides an update on the Alameda County Waste Management Authority (ACWMA also known as StopWaste) staff, who are seeking direction for setting budgetary priorities for the upcoming two years. A July 27, 2016 ACWMA staff memo to the ACWMA Board states staff is seeking direction in response to reduced resources available to the Agency amid growing environmental challenges. StopWaste staff plans to seek input from a variety of stakeholders, including the Hayward City Council Sustainability Committee, with the goal of developing a budgetary decision-making framework that will allow ACWMA to leverage its limited resources through partnerships and external funding with no new fees.

BACKGROUND

StopWaste's 2010 strategic plan guides its budget and work plans. A February 2016 ACWMA staff memo states that based on revised forecasts, and depending on the forecast scenario, the 2018-2019 budget shows expenditures outpacing revenues by appropriately \$1.3 million to \$2.2 million. The Authority has indicated that it has built substantial fund balances through the years that should help bridge these gaps as they work towards matching ongoing core revenues with ongoing core expenditures.

This funding imbalance requires ACWMA staff to re-evaluate priorities within the existing structure, so as to best use remaining resources for the final years of the 2010 strategic plan. Staff is seeking a priority framework from the Board that can be used to make decisions when developing budgets for the next two years. 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 that plan reaches its ten-year horizon in 2020.

DISCUSSION

The priority setting process started in July 2016, and is scheduled to run through November 2016. The process will include conversations with staff, ACWMA and Recycling Boards, member agency staff (member agency Technical Advisory Committee (TAC) and City Managers), and will request input from stakeholders such as the Northern California Recycling Association, the Measure D committee, and industry representatives. Staff will provide any comments and direction received from CSC members at this evening’s meeting to StopWaste. The process will conclude in November 2016 with the ACWMA Board approving a budgetary decision-making framework.

Basic process elements include:

- Board presentations
- Stakeholder input – Staff will solicit input on the priorities of external stakeholders such as member agencies, haulers, and recyclers.
- Internal input– including an assessment of effectiveness of current projects.
- Board Direction

StopWaste staff initiated the process with an informal preliminary information gathering session at the July 28 TAC Meeting. Some general feedback from that meeting included agencies wanting more of the following: organic material management prioritized over non-organic material management; time spent on mandatory rather than voluntary measures; innovative approaches; upstream waste reduction; and a focus on broader sustainability rather than only on waste management.

Table 1: Basic Priority Setting Timeline:

JULY 2016		
July 13	StopWaste Staff	Process overview, gather initial input
July 27	WMA/Energy Council (EC)	Priority setting process/timeline
July 28	TAC	Process overview, gather initial input

SEPTEMBER 2016		
September 1	TAC	Initial strategy preview and input
September 14	StopWaste Staff	Initial strategy preview and input
September 28	Joint WMA/EC, Recycling Board	Facilitated goal setting
Dates TBD	Member agencies, industry, other partners	Initiate conversations and gather input

OCTOBER 2016		
Dates TBD	StopWaste Staff	Develop recommended framework for Board adoption in November

NOVEMBER 2016		
November 10	Recycling Board	Adoption of priority framework
November 16	WMA/EC Board	Adoption of priority framework

During the September 12 Sustainability Committee meeting, staff would appreciate hearing the Committee's initial thoughts on ACWMA priorities.

NEXT STEPS

The Council Sustainability Committee will have the opportunity to make recommendations to the ACWMA Board in September 2016.

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Recommended by: Alex Ameri, Director of Utilities & Environmental Services

Approved by:



Kelly McAdoo, City Manager