



STRATEGIC PLAN

**San Luis Obispo IWMA
January 2021 Board Meeting**



AGENDA

- Review Board-Approved Strategic Plan Mission, Vision, Values, and Objectives
- Present Strategic Plan Initiatives/Actions
- Present Implementation Schedules/Timeline
- Discuss Resource Impacts
- Board Discussion of Plan Elements & Approval of Plan



STRATEGIC PLAN 2021-2025

OBJECTIVES AND KEY INITIATIVES

MISSION STATEMENT

Our Mission is to provide coordinated efforts to comply with state waste and recycling policy on behalf of member agencies through practical, cost-effective programs, education, and technical support.



VISION STATEMENT

We will make continuous progress towards reducing waste in San Luis Obispo County.

VALUES

Community Education
Stewardship
Cost-Effectiveness
Transparency
Professionalism

STRATEGIC PLANNING OBJECTIVES

1. Provide cost-effective implementation of SB 1383 through practical use of combined resources.
2. Provide consistent community education on waste reduction and recycling throughout the County.
3. Serve as a technical resource for member agencies and industry on waste reduction and recycling issues, including supporting innovation and economic development in recycling.
4. Develop the IWMA organization through systems, processes, staff, and board development and modernizing the governance structure to match the new organization.
5. Revising the Joint Powers Agreement to support the strategic plan objectives adopted by the Board.

OBJECTIVE 1: IMPLEMENTATION OF SB 1383

1. **Franchise:** Adapt CalRecycle's Model SB 1383 Franchise and support use in member agencies.
2. **Policy:** Adapt CalRecycle's Model SB 1383 Ordinance and procurement policy and support use in member agencies.
3. **Contamination Monitoring:** Establish a contamination monitoring program.
4. **Edible Food Recovery:** Establish an edible food recovery program.
5. **Procurement:** Establish education and technical assistance programs for member agencies to support use of required organic waste products and tracking of recycled content paper.
6. **Education:** Conduct annual educational campaigns as required by SB 1383.
7. **Recordkeeping & Reporting:** Establish reporting systems and processes required to ensure and coordinate recordkeeping in order to fulfil CalRecycle inspection and reporting requirements.
8. **Monitoring & Enforcement:** Establish generator-level monitoring, noticing, technical support, and enforcement systems and processes.
9. **Infrastructure Development:** Monitor recycling, composting, and food recovery infrastructure capacity within the county compared to projected demand. Coordinate with member agencies and industry on development of new private infrastructure, when needed.

OBJECTIVE 1: IMPLEMENTATION OF SB 1383

Objective 1: Implementation of SB 1383	2021																																																							
	January				February				March				April				May				June				July				August				September				October				November				December											
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
1.1 Franchise																																																								
1.2 Policy																																																								
1.3 Contamination Monitoring																																																								
1.4 Edible Food Recovery																																																								
1.5 Procurement																																																								
1.6 Education																																																								
1.7 Recordkeeping & Reporting																																																								
1.8 Monitoring & Enforcement																																																								
1.9 Infrastructure Development																																																								

Objective 1: Implementation of SB 1383	2021												2022												2023												2024												2025											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.1 Franchise																																																												
1.2 Policy																																																												
1.3 Contamination Monitoring																																																												
1.4 Edible Food Recovery																																																												
1.5 Procurement																																																												
1.6 Education																																																												
1.7 Recordkeeping & Reporting																																																												
1.8 Monitoring & Enforcement																																																												
1.9 Infrastructure Development																																																												

LEGEND
Planning
Development
Negotiation/Stakeholdering
Approval
Implementation
Ongoing Operation

OBJECTIVE 2: COUNTYWIDE COMMUNITY EDUCATION

- 1. General Public Information:** Expand and enhance general public information to ensure common messaging on programs throughout the County including workshops, videos, and multi-media engagement to inform waste reduction, reuse, recycling, composting, and safe HHW disposal.
- 2. Targeted Outreach to Businesses/MFD:** Develop targeted outreach programs specific to different business types to support business and multi-family generators in waste reduction and proper program participation.
- 3. Youth Classroom Education:** Continue performing elementary school classroom education and begin engaging high-school age students (e.g. Environmental Clubs) for recycling demonstration projects.
- 4. Facility Tours:** Continue offering school-age facility tours for landfill, recycling, composting, and HHW infrastructure and expand tours to include periodic tours available to the general public.

OBJECTIVE 2: COUNTYWIDE COMMUNITY EDUCATION

Objective 2: Countywide Community Education	2021																																																							
	January				February				March				April				May				June				July				August				September				October				November				December											
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
2.1 General Public Education	Development				Development				Development				Approval				Approval				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation							
2.2 Targeted Outreach (MFD/COM)	Development				Development				Development				Approval				Approval				Approval				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation			
2.3 Youth Classroom Education	Implementation				Implementation				Implementation				Implementation				Development				Development				Approval				Approval				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation			
2.4 Facility Tours	Implementation				Implementation				Implementation				Implementation				Implementation				Development				Development				Approval				Approval				Implementation				Implementation				Implementation				Implementation				Implementation			

Objective 2: Countywide Community Education	2021												2022												2023												2024												2025											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.1 General Public Education	Development				Development				Development				Approval				Approval				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation											
2.2 Targeted Outreach (MFD/COM)	Development				Development				Development				Approval				Approval				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation							
2.3 Youth Classroom Education	Implementation				Implementation				Implementation				Development				Development				Approval				Approval				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation							
2.4 Facility Tours	Implementation				Implementation				Implementation				Implementation				Development				Development				Approval				Approval				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation							

LEGEND
Planning
Development
Negotiation/Stakeholdering
Approval
Implementation
Ongoing Operation

OBJECTIVE 3: TECHNICAL RESOURCE ON THE INDUSTRY

- 1. Local Task Force:** Re-establish the member agency Technical Advisory Committee to meet regularly for coordination of programs and services. Convene quarterly countywide taskforce meetings consistent with the requirements of AB 939 and to ensure coordinated planning.
- 2. Industry Working Group:** Build industry engagement through regular meetings of an Industry Working Group to discuss emerging opportunities and issues.
- 3. Recycling Industry Economic Development:** Serve as a technical resource to member agency economic development and private sector recycling businesses to support local recycling and waste reduction infrastructure.
- 4. Franchise Management:** Provide support to member agencies in the management of franchise agreements, franchise programs, and rate requests.
- 5. Research & Development:** Leverage CalPoly Student Groups and/or CivicSpark Fellowships to support research and development related to local/regional waste reduction and recycling.

OBJECTIVE 4: FULLY DEVELOPED IWMA ORGANIZATION

1. **Systems:** Organize, maintain, and develop systems to monitor, control, and report on the operations and programs of the IWMA and member agencies.
2. **Organizational Awareness:** Improve community, member agency, and industry understanding of the role, services, and benefits of the IWMA.
3. **On-Boarding Manual:** Develop on-boarding manual and processes for new staff, board members, and other key outside contractors (e.g. legal, program operation, strategy, etc.).
4. **Recruiting Strategy:** Develop a strategy for securing talent with industry expertise or developing local expertise as IWMA staffing increases for SB 1383.
5. **Training/Industry Certifications:** Leverage other public resources through staff participation in statewide/national industry organizations and utilize industry certifications to train less experienced staff.
6. **Internship Program:** Work with local colleges/universities to utilize student interns for special projects/initiatives.

OBJECTIVE 4: FULLY DEVELOPED IWMA ORGANIZATION

Objective 4: Fully Developed IWMA Organization	2021																																																															
	January				February				March				April				May				June				July				August				September				October				November				December																			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4												
4.1 Systems	Planning				Development				Negotiation/Stakeholding				Approval				Approval				Approval				Implementation				Implementation				Implementation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation															
4.2 Organizational Awareness	Planning				Development				Development				Development				Approval				Approval				Approval				Implementation				Implementation				Implementation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation											
4.3 On-Boarding Manual	Development				Development				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation											
4.4 Recruiting Strategy	Planning				Development				Development				Approval				Approval				Approval				Implementation				Implementation				Implementation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation				Ongoing Operation											
4.5 Training/Industry Certification																																																																
4.6 Internship Program											Planning	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development	Development												

Objective 4: Fully Developed IWMA Organization	2021												2022												2023												2024												2025															
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D				
4.1 Systems	Planning				Development				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation											
4.2 Organizational Awareness	Planning				Development				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation							
4.3 On-Boarding Manual	Development				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation							
4.4 Recruiting Strategy	Planning				Development				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation				Implementation			
4.5 Training/Industry Certification											Development	Implementation																																																				
4.6 Internship Program			Planning	Development							Development	Implementation																																																				

LEGEND
Planning
Development
Negotiation/Stakeholding
Approval
Implementation
Ongoing Operation

OBJECTIVE 5: REVISE JPA TO SUPPORT STRATEGIC PLAN

- 1. Update JPA Documents:** Revise the Joint Powers Agreement and/or Board Policies, as appropriate, to document the “Mandates Only” policy approach approved by the Board, clarify the boundaries of responsibilities between the IWMA and member agencies, and to incorporate changes that are needed or desired to facilitate the implementation of SB 1383 or other strategic plan items.

Objective 5: Revise JPA to Support Strategic Plan	2021																																																			
	January				February				March				April				May				June				July				August				September				October				November				December							
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
5.1 Update JPA Documents																																																				
5.2 Update Exec Comm ByLaws																																																				
5.3 Update IWMA Rules & Procedures																																																				
5.4 Update MOA's (Special Districts)																																																				

LEGEND
Planning
Development
Negotiation/Stakeholding
Approval
Implementation
Ongoing Operation

SB 1383 ESTIMATED RESOURCE IMPACTS

	Regional Agency Model			
	Annual Cost		Staffing Requirement	
	Low	High	Low	High
Education	\$ 70,625	\$ 77,172	0.01	0.01
Reporting	\$ 149,000	\$ 170,804	1.15	1.36
Enforcement	\$ 404,562	\$ 671,373	3.51	5.44
Contamination	\$ 27,254	\$ 32,093	0.21	0.25
Total	\$ 651,441	\$ 951,443	4.88	7.06

REQUESTED ACTIONS OF THE BOARD

1. Discuss strategic plan elements proposed to achieve Board-adopted objectives.
2. Approve the list of strategic plan elements.
3. Direct staff/consultants to prepare the strategic action plans for each strategic plan element.
4. Direct staff to begin implementing the strategic plan, including immediate authorization for elements that can be implemented without budget modification.

NOTE: There is no fiscal impact associated with this decision. Budget impacts associated with each strategic plan element will be presented to the Board as part of the IWMA budget process or specific to the projects, staffing, or consultants required by that element.

Thank you



Rob Hilton
HF&H President
rob@hfh-consultants.com
925-977-6959

Morgan McCarthy
HF&H Senior Associate
morgan@hfh-consultants.com
925-900-5933