



## 1. Develop, Grow and Sustain Relationships

### Strategic Goal 1A

Public awareness & trust through brand management, transparency and engagement

#### Strategic Initiatives:

- Create an online dashboard that shows progress on R&E efforts
- Launch an outreach campaign that enhances public awareness and trust of R&E
- Establish R&E's role and increase industry visibility as a leader in technical expertise and innovation

### Strategic Goal 1B

R&E-led regional coordination on policy and plans for greater regional impact

#### Strategic Initiatives:

- Build coalitions with public and private sector partners (e.g., the [Partnership on Waste and Energy](#), [AMC](#), [SWAA](#) and [MRRRA](#)) to develop policies at all levels that improve solid waste management
- Lead a legislative effort on solid waste management districts to allow increased collaboration across the state
- Partner with counties on ordinances for organics management and diversion

## 2. Innovate for Impact

### Strategic Goal 2A

Equitable participation and increased public engagement

#### Strategic Initiatives:

- Develop programs and services that prioritize equity and ease of access, such as multi-lingual outreach in culturally-diverse avenues (e.g., TV, radio)
- Form a community advisory council that is reflective of the counties' diverse population.

### Strategic Goal 2B

Effective organics programming (prevention, recovery, recycling) that meets the needs of community and minimizes landfilled food

#### Strategic Initiatives:

- Develop food rescue programming with community, businesses and partners
- Fully roll out the Food Scraps Pickup Program
- Expand organics recycling to businesses

### Strategic Goal 2C

Usher in the next generation of solid waste management, green energy production and greenhouse gas (GHG) emission reduction to address climate change

#### Strategic Initiatives:

- Evaluate previous efforts, existing/emerging technologies and new efforts in development
- Develop and pursue vetted opportunities for green energy and GHG reduction infrastructure

## Vision



Vibrant, healthy communities without waste

## Mission



Enhancing public health and the environment by creating value from waste through partnerships

## Values



### Commitment

Committed to public health, safety and the environment



### Teamwork

Making the biggest impact by working beyond ourselves



### Respect

Treating the earth and all people with esteem, dignity and compassion



### Trust

Maintaining diligent stewardship of public trust and funding, with our work informed by research and science



### Innovation

Focusing on excellence, continual improvement and adaptation in pursuit of the mission

### 3. Advance Circularity by Transforming Waste into Resources

#### Strategic Goal 3A

Prioritized waste reduction and diversion

##### Strategic Initiatives:

- i. Implement and sustain a streamlined and consistent portfolio of upstream programs (waste reduction, reuse, recycling), informed by data and community engagement
- ii. Continue to operate an industry-leading waste processing facility and innovate for increased landfill diversion
- iii. Improve consistency in how and where residents can donate, reuse and recycle unwanted materials

#### Strategic Goal 3B

Increased end market capacity

##### Strategic Initiatives:

- i. Evaluate market potential, capacity and opportunities to expand current markets and infrastructure
- ii. Promote research and development for managing new commodities (e.g., market development)

#### Strategic Goal 3C

Partnerships for an innovative hub-and-spoke resource recovery system

##### Strategic Initiatives:

- i. Collaborate with industry partners to reduce amount of waste processed at the R&E Center
- ii. Develop public/private partnerships to establish a clean energy campus in the metro area

### 4. Enhance Organizational Efficiency, Resilience and Accountability to Meet Obligations

#### Strategic Goal 4A

Strengthened governance that maximizes nimbleness

##### Strategic Initiatives:

- i. Identify and implement a sustainable governance structure (e.g., waste management district or enhanced JPA) that increases nimbleness and impact
- ii. Develop in-house systems, services and budget structures that reduce reliance on county resources

#### Strategic Goal 4C

Robust obligation tracking and reporting

##### Strategic Initiatives:

- i. Create an internal dashboard to centralize and standardize data for tracking and reporting on both financial and non financial outcomes
- ii. Implement regular internal progress/impact evaluation with built-in feedback loops for continuous optimization

#### Strategic Goal 4B

Streamlined internal processes through human resource and technological capacity-building

##### Strategic Initiatives:

- i. Evaluate internal workflows, infrastructure and staff skills to uncover inefficiencies, gaps, barriers and opportunities
- ii. Implement internal contingency planning structures (people and systems)
- iii. Develop an enterprise-wide resource plan – staffing, funding, infrastructure – to support obligation fulfillment

#### Strategic Goal 4D

Readiness to pursue next opportunities after current obligations are met

##### Strategic Initiatives:

- i. Conduct an enterprise-wide risk analysis that evaluates multiple contingencies
- ii. Define key milestones and critical paths to develop plans to complete major initiatives on schedule

