



CALIFORNIA INTEGRATED WASTE MANAGEMENT BOARD

STRATEGIC PLAN

NOVEMBER 2001



State of California

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Winston H. Hickox
*Secretary,
California Environmental Protection Agency*

Integrated Waste Management Board

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Board Member

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Board Member

David A. Roberti
Board Member

Mark Leary
Executive Director

For additional copies of this publication, contact:

Integrated Waste Management Board
Public Affairs Office, Publications Clearinghouse (MS-6)
1001 I Street
P.O. Box 4025 (*mailing address*)
Sacramento, CA 95812-4025
www.ciwmb.ca.gov/Publications/
1-800-CA WASTE (California only) or (916) 341-6306

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Message from the Chair



Linda Moulton-Patterson
Board Chair

California's 11-year experiment in waste stream diversion has been, by nearly all accounts, a resounding success. More than 200 million tons of materials have been diverted from landfills during this period. Local jurisdictions have met, or are well on the way to achieving, the Legislature's goal of cutting waste entering landfills in half. As we near and cross the "goal line," we must ask, "What next?" Or, in response to the changing waste stream that has evolved from the tremendous diversion efforts of local jurisdictions, "What's left?"

Clearly, the Board's work is not done. An estimated 38 million tons of California-generated waste are still being disposed annually, only six percent of which is being converted into energy. Local jurisdictions—urban and rural—continue to seek State support in developing reliable, long-term markets for diverted materials. And many cities and counties will need extra time and help to achieve the 50 percent diversion goal.

Looking ahead, the Board is committed to the principles of sustainability—meeting the needs of the present without compromising the ability of future generations to meet their own needs; product stewardship—ensuring that all parties involved in producing, selling, or using a product take responsibility for the full environmental and economic impacts of that product; and zero waste—striving towards maximum waste reduction through the most efficient use of natural resources and materials and maximizing recycling. It is important that the Board's future efforts focus on the changing waste stream, where food wastes and electronic wastes (e-waste) are more prevalent today than they were yesterday and new challenges are emerging as a consequence of population growth, new technologies, and changes in consumer preferences.

Changing how we think about waste—an inefficiently used resource—alters our perception about how to handle it. For example, burying nearly 40 million tons of trash in landfills annually squanders a renewable energy resource. Using new and clean technology to convert the material directly into green fuel or gas to produce electricity or actively managing its decomposition to increase gas production for electrical generation can harness the energy potential in "waste." Such harnessing of energy can and should be done to more efficiently utilize materials that have no other economic value. This should be done without impacting current recycling or composting infrastructures.

Linda Moulton-Patterson



Message from the Board

A strategic plan is only as good as its results. Judging by California's materials diversion record over the past three years, the California Integrated Waste Management Board's 1997 Strategic Plan was on target. That plan prioritized the Board's resources and actions to help cities and counties meet the 50 percent diversion goal the Integrated Waste Management Act set for 2000. Coupled with the continued efforts of local jurisdictions, the Board's efforts helped produce a 65 percent jump in diversion from 1997 to 2000. Calculations based on California's disposal reporting system found an estimated 28 million tons diverted in 2000, boosting California's statewide diversion rate to 42 percent.

This 2001 Strategic Plan serves as a road map to the future that will guide our efforts in setting and achieving yet higher standards. Input from stakeholders representing various groups and interests—both internal and external—contributed to the focus and strategic direction of this plan. We will continue to draw on the many talents and dedication of our staff to translate into action the critical issues identified in this document.

Key themes in this 2001 Strategic Plan are sustainability, product stewardship, energy recovery, environmental justice, and safe disposal of waste. As we look ahead, we must focus on changing not only our actions, but also our very understanding about resources. Waste is a resource that Californians are using inefficiently. As natural resource stewards, our aim is toward a zero-waste philosophy which focuses on the most efficient use of our natural resources in order to reduce waste and protect the environment. The Board is committed to working in partnership with local government, private businesses, and product manufacturers to develop a future modeled on resource stewardship and waste minimization.

Linda Moulton-Patterson
Board Chair

Dan Eaton
Board Member

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Board Member

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Board Member



Message from the Executive Director



Mark Leary
Executive Director

It used to be that what you threw in the garbage was no one's business but your own. Not anymore. California's waste management infrastructure was retooled in response to the State's 1989 Integrated Waste Management Act, which challenged each city and county to divert from landfill disposal one-quarter of the waste generated within its jurisdiction by 1995, and one-half by the year 2000.

We have responded by increasing the diversion of materials out of the waste stream and away from landfills, from an estimated five million tons in 1989 to more than 28 million tons in 2001, more than 200 million tons in all. Statewide, we reached a diversion level of 42 percent last year, a remarkable achievement in the face of the state's sagging economy and rising population. We have started our review of diversion measurements taken by local governments to see if they've reached the 50 percent diversion mark the Legislature set for 2000. We expect that as many as half of the state's 535 cities and counties will meet that goal.

California has an economy larger than most countries in the world, and the amount of garbage buried in our landfills puts us near the top of that list as well. When it comes to finding alternatives to landfill disposal, we must be uniquely progressive as we continue to promote California's waste reduction hierarchy—Reduce, Reuse, Recycle, and Buy Recycled.

In looking to the next ten years, this strategic plan provides a blueprint upon which to refocus our vision for the future. It looks at critical strategies that will guide the Board in its decision-making to meet the demands of the 21st century.

I would like to thank everyone involved—internal and external—who helped in developing this plan. This is a living document which we will use daily as we chart our future.


Mark Leary



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Executive Summary

A

ABOUT US The Integrated Waste Management Act (AB 939, Sher, Chapter 1095, Statutes of 1989,) created the California Integrated Waste Management Board (CIWMB, Board). With the establishment of the Board came a series of statewide reforms in waste management.

AB 939 established the 50 percent diversion goal for local government based on an integrated waste management hierarchy that prioritized waste reduction and recycling over all other options. It inspired a renewed “Reduce, Reuse, Recycle” ethic and enhanced public outreach programs and environmental education curricula to spread the word. AB 939 also improved landfill safety requirements and protection for public health and the environment. These core programs have been strengthened with the addition of fee-based programs to improve recycling of used motor oil and the management of waste tires.

The Board consists of six members: four appointed by the Governor, and one each by the Senate Rules Committee and the Speaker of the Assembly. To ensure a broad range of expertise, one of the Governor’s appointees must have private-sector experience in the waste industry, and a second must have experience in the nonprofit environmental community.

The CIWMB is organized into five divisions and six offices, with approximately 509 employees conducting more than 90 programmatic activities. The five divisions are: Administration and Finance; Diversion, Planning, and Local Assistance; Permitting and Enforcement; Special Waste; and Waste Prevention and Market Development. The six offices are: Legislative Affairs; Public Affairs; Legal; Policy and Analysis; Integrated Environmental Education; and Organizational Effectiveness. The CIWMB is part of the California Environmental Protection Agency (Cal/EPA).



About Our Strategic Plan

The Board's strategic planning process and resulting road map, as represented in this plan, was initiated early this year. Cal/EPA's Strategic Vision, published in late 2000, established the framework for the development of the CIWMB's 2001 Strategic Plan.

The plan lays out key areas the Board will address over the next three to five years and describes a shift in focus from the AB 939 diversion goals to a broader, more systematic approach to managing the materials used and created in manufacturing. This shift includes a commitment to working with manufacturers on product stewardship, so that we are working toward achieving a sustainable society. Throughout the development of this plan, input on key strategic trends and issues was gathered from a broad representation of internal and external stakeholders. The Board synthesized this input and prioritized the actions and strategies that were proposed to ensure that Board resources will be allocated to these key areas. Next steps include formation of strategic teams to develop more detailed action plans, development of program performance measures, and implementation of the key strategies described in the plan. Additionally, staff will report to the Board during Board meetings on a quarterly basis on the progress made in each goal area, as well as providing an annual review and update to the Board of progress and the need for revisions to the plan. The Board will continue to build in stakeholder input during this process through public meetings and workshops.

As with the Board's 1997 plan, the 2001 plan will be a living document that is used as the basis for allocating staff resources, preparing the annual budget, and allocating contract funds, and in the development of legislative proposals. Thus, the intended audi-

ence for this plan includes the staff of all of the Cal/EPA boards, departments, and office, other State agencies and departments, the Legislature, and external stakeholders.

Our Priorities

The Board's strategic priorities are based upon the mandates contained in AB 939, which include diversion of waste from landfills based on a hierarchy that prioritized waste reduction and recycling over all other options; enhancing public outreach programs and environmental education in schools; improving landfill safety; and protecting public health and safety along with the environment. A more detailed discussion of why these goals were chosen and what we hope to achieve in each of these areas is contained in the section of this plan entitled "Our Goals, Objectives, and Strategies." Following are the Board's seven strategic goals:

1. Increase participation in resource conservation, integrated waste management, waste prevention, and product stewardship to reduce waste and create a sustainable infrastructure.
2. Assist in the creation and expansion of sustainable markets to support diversion efforts and ensure that diverted materials return to the economic mainstream.
3. Educate the public to better understand and participate in resource conservation and integrated waste management strategies.
4. Manage and mitigate the impacts of solid waste on public health and safety and the environment, and promote integrated and consistent permitting, inspection, and enforcement efforts.

5. Improve the efficiency and effectiveness of the Integrated Waste Management Board in pursuit of its mission.
6. Continuously integrate environmental justice concerns into all of the Board's programs and activities, including administrative and budgetary decisions.
7. Promote a "zero-waste California" where the public, industry, and government strive to reduce, reuse, or recycle all municipal solid waste materials back into nature or the marketplace in a manner that protects human health and the environment and honors the principles of California's Integrated Waste Management Act.

How We Will Achieve Our Priorities

Our purpose in preparing this strategic plan was to create a blueprint for the Board to guide our efforts through the next three to five years. We have mapped a path from the present to our vision of the future by assessing the challenges we face and the capabilities and needs of our organization, and by articulating specific strategies designed to move us toward our goals. In some cases we will be continuing work already in progress, and in other cases we will be breaking new ground. We hope to achieve our priorities by forming cross-functional work teams that will prepare detailed work plans for implementation in each goal area. Work progress will be tracked both through reports to the Board and executive management, as well as through the development of program performance measures and environmental indicators.

Environmental Indicators

As part of the implementation of Cal/EPA's Strategic Vision, environmental indicators are being developed under the Environmental Protection Indicators for California (EPIC) project. These environmental indicators will provide a means of assessing trends associated with Cal/EPA's mission and will serve as a foundation for building a results-based management system for the Agency.

An environmental indicator is a measure that presents scientifically based information on the status of, and trends in, environmentally related parameters. Environmental indicators reflect pressures exerted on the environment by human activities or ambient environmental conditions, or effects on human or ecological health.

The EPIC project has adopted a process to identify, select, and develop environmental indicators. Using this process, an initial set of indicators has been generated. These will be incorporated into a report to be submitted to the Agency Secretary by the end of 2001.

The EPIC indicators will be linked to Strategic Goals 1 through 6 in the Cal/EPA Strategic Vision document, thus illustrating how programs implemented, or data collected by a board or department, may relate to these goals.

The indicators proposed for the "Land, Waste, and Materials Management" section of the EPIC report cover waste generation and diversion, disposal to land, site contamination, and cross-media contamination.

STRATEGIC PLANNING PROCESS

The CIWMB continues its formal strategic planning efforts with the publication of this plan in 2001. This effort and those before it have established the future direction and accompanying priorities for the organization. In developing this plan, those within and outside the organization reflected on the CIWMB's future in light of where it is today and where it has been in the past. This plan provides a vision of the future for the organization and describes specific actions needed to achieve success.

Data Gathering

Input from a broad representation of internal and external stakeholders was solicited and received throughout the development of this plan. Public forums were conducted so that the Board could obtain broad policy input on key waste management issues of the future from a representative group of its internal and external stakeholders. Stakeholder groups participating in the forums included representatives from the regulated community, environmental groups, local and State government agencies, CIWMB staff, and other experts in the field of waste management. See Appendix B for a list of stakeholders who participated in the public forums.

In addition, upon completion of the public forums, each Board Member provided his or her views on the key waste management issues impacting the future direction of the CIWMB to guide the development of priority goals and objectives.

Strategic Planning Steering Committee and Workgroups.

A steering committee with representation from Board Member offices and executive staff crafted the process for the development of the strategic plan. In developing the plan's content, the organization's executives guided cross-organizational workgroups, including representation from staff and Board Member offices.

At several key points in the development process, Board Member input and public comment were received on draft portions of the content. In addition, the draft plan was presented to a cross-agency workgroup with representation by Cal/EPA's boards, departments, and office, as well as Cal/EPA's Office of the Secretary for review and comment.

Cal/EPA Strategic Vision

Cal/EPA's Strategic Vision established a framework for the development of the CIWMB's 2001 Strategic Plan. The elements included in this plan support the future direction of the CIWMB, are aligned with the goals of Cal/EPA, and complement efforts across Cal/EPA's boards, departments, and office.

OUR VISION, MISSION, AND VALUES

In developing our vision statement, the Board is looking toward a desirable, achievable future, where materials used in all aspects of manufacturing and the production of goods and services are managed to create sustainable systems—systems that reduce environmental impacts and that value, invest in, and reward long-term environmental benefits. This is a future where Californians buy green, build green, grow green, drive green, and live green. Through these efforts, our collective environmental footprint is reduced despite increased population and the accompanying infrastructure demands. Ultimately, the ability of future generations to meet their needs in a sustainable system is not compromised. Thus, our mission reflects the drive to change how we produce waste, in effect, what waste is, by managing materials differently. Our values express our operating philosophies and guide how we work together to fulfill our vision and mission.

Together, the vision, mission, and values chart the course for the continuing culture change we wish to achieve in the coming years.

Vision

A sustainable California, where our unique natural environment is preserved for future generations.

Mission

To reduce waste, promote the management of all materials to their highest and best use, and protect public health and safety and the environment, in partnership with all Californians.

Values

These are the principles that we strive to uphold as we work to fulfill our mission and vision. Each member of this organization should know the values we stand for and act in accordance with them.

Commitment to the Environment and Public Health and Safety

- We build our concern for the environment into everything we do.
- We act to protect public health and safety in everything we do.
- We use enforcement as a tool to ensure compliance and to support our efforts to protect public health and safety and the environment.
- We are committed to reducing and controlling adverse public health and environmental impacts associated with facilities under the Board's jurisdiction.

Commitment to Environmental Justice

- We appreciate the state's diversity and act to protect the environment and public health and safety in a manner that ensures the fair treatment of people of all races, cultures, and income levels.
- We reach out to California's diverse communities to assure that we are aware of the effects of the work we do, that we share our information with all communities, and that we include the input of all communities in policy-making and decision-making.

- We provide assistance and support to communities in need to ensure that they have the knowledge, access, and tools to participate in a meaningful way in the public process.
- We are committed to reducing or eliminating any disproportionate impacts of pollution identified in any community, including low-income and minority populations.

Commitment to Quality

- We ask all parties what they need from us and how we can better meet those needs; and we act on their input to improve the quality of the services we provide.
- We base our decisions on the best available information and data and strive to better understand California's complex waste stream and issues by collecting, developing, maintaining, and making public accurate, up-to-date, and useful information.
- We act with integrity, honesty, and a sense of ethics.
- We are accurate, timely, and consistent.
- We accept constructive criticism and act to improve quality accordingly.
- We are committed to continuous evaluations of program effectiveness.

Commitment to Partnership and Service

- We work in partnership with our internal and external stakeholders to ensure that we consider the impact of Board programs cross-media.
- We are committed to problem solving that considers the interests of all parties.
- We openly share information and use innovative e-government solutions to make information easy to access, understand, and use.

Commitment to People

- We foster an environment that encourages personal responsibility, initiative, innovation, and diverse perspectives.
- We ensure a safe and nondiscriminatory work environment.
- We support personal and professional growth and encourage a healthy balance of personal, family, and professional priorities.
- We listen actively and communicate openly and honestly.
- We recognize each other's successful contributions.
- We recognize that responsible risk-taking is critical to our growth and development, and we learn from our mistakes.

Through acceptance of these values, we hope to deliver more than we promise and earn the trust and support of the people of California.

OUR GOALS, OBJECTIVES, AND STRATEGIES

The following goals reflect the realistic priorities of the Board that we believe will move us toward achieving our vision and mission. Through these goals, we are charting our future direction toward several clearly defined policies that include incorporating the principles of sustainability, zero waste, and market development strategies into our priorities, as well as addressing protection of public health and the environment. The objectives and strategies mark interim steps toward achieving our goals.

These goals, objectives, and strategies have been developed within the context of Cal/EPA's Strategic Vision, and they support and actively seek to implement the goals and objectives included in the vision. A description of how each of the Board's goals aligns with and supports and implements Cal/EPA's Strategic Vision is included at the end of each section on the Board's goals.



GOAL I

Increase participation in resource conservation, integrated waste management, waste prevention, and product stewardship to reduce waste and create a sustainable infrastructure.

Introduction

Many of the concepts incorporated in this goal are integral aspects of the day-to-day work at CIWMB. However, this goal would expand our efforts and put a greater emphasis on businesses and the partnerships necessary to reach our vision of a sustainable California. With this goal and the objective and strategies that follow, we will cause resource conservation and waste prevention activities to be recognized as financially viable, as well as environmentally sound.

Through partnerships with businesses, associations, and State and federal agencies, we will strengthen our commitment toward product stewardship. This principle ensures that all actors along the product chain share responsibility for life-cycle environmental impacts and the financial viability of the whole product system. We will achieve this by calling for each actor in the life cycle of products and services to take voluntary actions to maximize environmental, social, and economic performance, and to minimize environmental and health impacts through implementation of the interrelated principles of extended product responsibility, product stewardship, pollution prevention, and sustainable development. The success of these principles will lead us to a business infrastructure that will continue these practices because it is simply "good business."

Extended product responsibility and product stewardship challenge us to reduce the environmental effects of products throughout their life cycle. In doing so, these principles tap the shared ingenuity and responsibility of business, consumers, government, and others. Pollution prevention avoids creating waste in the first place and prevents the transfer of pollution from one environmental medium (air, water, or land) to another. Sustainable development is the global concept of meeting the needs of the present without compromising the ability of future generations to meet their own needs through the “three Es”—actions that are economically sound, environmentally restorative, and socially and generationally equitable. By adopting these principles, we will be moving from conflict to cooperation in order to achieve a sustainable California.



Goal 1, Objective 1

Promote environmentally sound and financially viable waste prevention and materials management practices among all actors in the life cycle of products and services.

Strategies

- A. Encourage each actor in the life cycle of all products and services to voluntarily commit to sustainability and stewardship principles.
- B. Promote sustainable management practices for businesses with the purpose of helping them make efficient use of resources, reduce waste, and minimize impacts on human health and the environment.
- C. Support third-party life cycle assessment for targeted products and alternative packaging materials.

- D. Identify, develop, and maintain partnerships to reduce waste and promote resource conservation and product stewardship, including participating in national efforts on materials such as carpet, electronics, and paint.
- E. Promote self-assessment by businesses and households of their waste prevention practices.
- F. Educate the public, the private sector, and government about product stewardship and responsible consumerism.
- G. Promote the financial benefits of marketing environmentally preferable products and services.
- H. Enact policies and programs to distribute responsibility for the full cost of products and services over their life cycle to ensure that any one party does not bear any undue costs.

Goal 1

Alignment With Cal/EPA Vision

The intent of this goal is to promote waste prevention and product stewardship and resource conservation management practices. The Board’s objective and strategies tie directly to Cal/EPA’s Strategic Vision goals by:

- Creating a plan for a sustainable California (Goal 8).
- Encouraging personal and corporate responsibility through increased education and outreach (Goals 6 and 8).
- Promoting the implementation of Environmental Management Systems (EMS) (Goal 8).
- Developing and using meaningful environmental performance indicators (Goal 8).

GOAL 2

Assist in the creation and expansion of sustainable markets to support diversion efforts and ensure that diverted materials return to the economic mainstream.

Introduction

In implementing its 1997 Strategic Plan, the Board created priority teams, two of which centered on market development for materials that comprise major portions of the waste stream: organic materials and construction and demolition (C&D) debris. The “greening” team focused on diversion outreach programs, partnerships, and demonstrations of the benefits of recycling and composting of organic materials. The C & D team’s efforts evolved into the current sustainable building program. These efforts assisted local jurisdictions in reaching a 42 percent average diversion rate. To achieve and exceed the 50 percent diversion goal, however, we must continue to create and expand markets that are predictable and sustainable over the long term.

This goal and the objectives that follow are directly tied to Cal/EPA’s vision of preventing pollution and developing a sustainable California by returning valuable materials into the economic mainstream rather than wasting them in landfills. Achieving the objectives through partnerships with local entities and industry, leadership by the State, and education of all concerned will move us from a “supply push” situation, where materials are collected even when markets are not sufficient, to a more sustainable “supply pull” situation based on expanded market demand.

Goal 2, Objective 1

Lead the State in developing a comprehensive framework for management of priority materials.

Strategies

- A. Build on the principles and strategies in the U.S. Environmental Protection Agency’s Environmentally Preferable Purchasing Program to increase procurement of environmentally preferable products through executive order, legislation, education, and market expansions.
- B. Lead in “greening” all State agencies by providing technical expertise in waste diversion, buy recycled, sustainable building, sustainable landscaping, and related programs.

Goal 2, Objective 2

Encourage the use of materials diverted from California landfills and the use of environmentally preferable practices, products, and technologies.

Strategies

- A. Foster innovative markets in sustainable building and landscaping, sustainable agriculture, and energy generation.
- B. Provide financial incentives, including grants, contracts, loans, tax credits, etc.
- C. Recognize outstanding and/or innovative market development, waste diversion, and buy recycled efforts.

- D. Require recipients of grants, contracts, loans, and other financial incentives to meet Board criteria such as purchasing environmentally preferable products, constructing sustainable buildings, and practicing sustainable landscaping.
- E. Facilitate research and information transfer on new technologies and environmentally preferable product specifications.

Goal 2, Objective 3

Support local jurisdictions' ability to reach and maintain California's waste diversion mandates.

Strategies

- A. Work with manufacturers to promote the design and development of products and packaging that use recycled and/or reused manufacturing feedstock, and that are either reusable in their original form or recyclable in subsequent production cycles.
- B. Partner with universities to educate the next generation of professionals on pollution prevention, sustainable landscaping, sustainable agriculture, sustainable building, and design for the environment.
- C. Facilitate cooperative efforts among State, local, and private entities to lower the cost of diversion and increase its benefits to local jurisdictions.
- D. Assess and assist local governments' efforts to implement programs and reduce disposal, taking corrective action as needed.

- E. Provide assistance and education to local governments, businesses, schools, and State facilities to implement and assess programs.
- F. Support local government efforts to use alternative means of diverting waste, including the use of conversion technology where residuals can be converted directly into electricity and actively managed to increase fuel and gas production.

Goal 2

Alignment With Cal/EPA Vision

The Board's efforts to increase markets and promote sustainable, economic diversion throughout the state dovetail with the Governor's energy policies and support Cal/EPA's Strategic Vision goals by:

- Promoting a "green" Cal/EPA and leading the effort to "green" California State government (Goals 6 and 8).
- Promoting the commercialization and use of effective practices, products, and technologies that benefit the environment and local communities (Goals 5 and 7).
- Tackling "cross-media" air, water, and energy issues that cut across traditional boundaries, thereby preventing pollution and magnifying the benefits of better materials management (Goals 1, 2, 3, 6, and 8).
- Encouraging personal and corporate responsibility through increased education and outreach (Goals 6 and 8).



GOAL

GOAL 3

Educate the public to better understand and participate in resource conservation and integrated waste management strategies.

Introduction

The Board is a confirmed leader in educating the public through extensive outreach, including fairs and festivals, workshops, trade shows, and other public events. More than 450 fact sheets, brochures, reports, and other publications are available in print and on-line. The Board's award-winning Web site offers valuable information for a variety of audiences, including business, local government, nonprofit organizations, academia, and other State and federal agencies, as well as the public. An outstanding outreach and education program provides information to a broad range of Californians.

The Board forges partnerships with nonprofit associations, other government agencies, and legislative advocates, promoting networking with our constituents. We are a leader in information technology, offering our constituents user-friendly tools such as the electronic annual report (EAR) system now available on-line. We are taking steps to make existing and new products available on-line either for downloading and/or interactive learning by teachers and students. Our leadership in the field of education has been enhanced by the creation of the Office of

Integrated Environmental Education in March 2001 to promote the integration of education efforts within the Board and within and among the Cal/EPA boards, departments, and office. This effort will provide opportunities to consolidate and collaborate in providing quality education resources and technical support to K-12 educators statewide.

Education is the cornerstone of our mission and vision. Education motivates constituents to realize the potential economic benefits and environmental opportunities of waste prevention/reduction and recycling. Our education efforts focus on assisting communities to protect the public health and encourage environmental stewardship. The contributions and efforts of millions of Californians are essential to the success of our mission. Thus, education is our investment in the future.

Goal 3, Objective 1

Increase the level of environmental education and technical assistance support provided to all Californians about resource conservation and integrated waste management strategies.

Strategies

- A. Ensure that the resource conservation benefits of integrated waste management are featured in all Board outreach efforts and materials.



Goal 3, Objective 2

Strengthen and expand partnerships to better promote environmental education and integrated waste management strategies, and to achieve the maximum potential from funding that is available.

Strategies

- A. Identify and target alternative marketing approaches to reach underserved and potentially receptive audiences, including issues-oriented media outlets.
- B. Develop video production capability to independently produce high-quality video information materials supportive of CIWMB goals for use in Web, mass media, and the classroom.
- C. Review print publications for possible adaptation to video/broadcast medium.
- D. Use constituents' input and expertise to adjust program goals and endeavors as needed and appropriate.
- E. Maintain regular communication with Cal/EPA's other boards, departments, and office as a means to identify opportunities to integrate our efforts, increase resource efficiency, and/or improve our separate education programs.
- F. Participate in the Collaborative for High Performance Schools to ensure that the next generation of school facilities provides a healthy and productive learning environment.

Goal 3, Objective 3

Coordinate the integration of environmental education efforts and programs within CIWMB and throughout Cal/EPA and its boards, departments, and office.

Strategies

- A. Work with education staff from Cal/EPA's boards, departments, and office to develop joint environmental education strategies targeting K-12 students.
- B. Develop unified resources and actively promote K-12 environmental education outreach.
- C. Work closely with legislators' offices when opportunities arise that could impact support for environmental education.
- D. Participate in state and national environmental education associations and organizations to promote Cal/EPA programs, priorities, and policies.
- E. Provide grants to local governments, non-governmental organizations and Native American tribes to develop educational programs for children and adults in California regarding the proper use and disposal of household chemical products and any safe alternatives that may be available.

Goal 3, Objective 4

Effectively market CIWMB public education and outreach activities.

Strategies

- A. Explore external funding sources such as grants and partnerships to leverage resources.
- B. Identify and target alternative marketing approaches to reach underserved and potentially receptive audiences.
- C. Using multi-media tools, develop new ways to reach news reporters.
- D. Develop video production capability to independently produce high-quality video information materials supportive of CIWMB goals for use in Web, mass media, and the classroom.

Goal 3**Alignment With Cal/EPA Vision**

The Board's efforts in the area of public education and outreach align with and support Cal/EPA's Strategic Vision goals by focusing on expanding accessibility of information to the public through the Internet and expanding communication and training efforts (Goal 8).



GOAL 4

Manage and mitigate the impacts of solid waste on public health and safety and the environment and promote integrated and consistent permitting, inspection, and enforcement efforts.

Introduction

This goal encompasses much of the longstanding, statutorily mandated work at solid waste and tire sites that has been embedded in each of the Board's strategic plans. Many Board staff members are currently working to ensure that we continue to meet the statutory mandates for protecting public health and safety and the environment. These statutes call for the Board to have and maintain permitting, inspection, and enforcement programs. The Board's oversight programs that protect public health and safety and the environment directly were audited and the Board is working to affect needed changes. Many of the strategies outlined below will help direct further changes.

This goal allows for appropriate growth in ideas and methods that will result in a higher level of protection of public health and safety and the environment by the State and its local enforcement agencies. In addition to monitoring and managing activities associated with the State's active solid waste infrastructure, the Board added waste tire and disposal site clean up programs during the 1990's. As programs grow and change, the Board can seek to expand the existing avenues for accomplishing the "cleanup" aspects of this goal. Further, with the advent of environmental management systems concepts, the Board can also achieve this goal through research, outreach, and education in the areas of "best business" practices.

This goal supports the Board's mission by ensuring an infrastructure is available for managing materials and waste in an environmentally sound manner. The strategies allow for flexibility in promoting diversion while working to protect public health and safety and the environment. To this end, environmental protection afforded by this goal should not only preserve the environment, but also, where possible, restore it. This concept aligns with the Board's vision to promote zero waste by ensuring regulations do not impede the growth of diversion activities and identifying methods to restore the environment when pollution has occurred.

The lack of solid waste infrastructure, different levels of regulatory oversight, and cultural variations among border communities present a challenge to the Board in addressing environmental impacts arising from the management of solid waste within the California–Mexico border zone. Realizing the magnitude of this challenge, and in alignment with Cal/EPA's vision, the Board will work cooperatively with all levels of government along both sides of the border in addressing four border-specific concerns: (a) hauling/stockpiling of waste tires along border cities; (b) sharing/disseminating of environmental education materials; (c) preventing the northerly flow of solid waste debris along the Tijuana and the New River; and (d) offering technical assistance to Mexican neighboring communities in the process of siting or upgrading their solid waste disposal sites.

Goal 4, Objective 1

Through consistent and effective enforcement or other appropriate measures, ensure compliance with federal and State waste management laws and regulations.

Strategies

- A. Develop and implement a plan to review regulations and begin research to develop or change regulations that will achieve protection of public health and safety and the environment while providing a balance that does not impede the expansion of a statewide capacity to divert materials from disposal at landfills.
- B. Develop a plan that defines an integrated approach to permitting, inspection, and enforcement that results in consistent application of all waste management standards and requirements.
- C. Strive for 100 percent compliance with State minimum standards at each waste tire and solid waste facility/operation in the state.
- D. Ensure effective communication with all affected stakeholders and partners (includes CIWMB, local enforcement agencies, and industry), and support the consistent implementation of the 2001 solid waste enforcement regulations and any subsequent regulations. Where the need for additional enforcement support or authority is identified, take appropriate actions to secure such support or authority.
- E. Clarify and administer enforcement efforts in concert with other affected Cal/EPA boards and departments by continuing to participate in cross-media enforcement and by collecting and maintaining relevant data on enforcement actions.
- F. Work with local enforcement agencies and operators to continue to reduce the number of solid waste facilities on the “Inventory of Facilities Which Violate State Minimum Standards” as of September 2001.

Goal 4, Objective 2

Increase efforts to identify, evaluate, and address the impacts from waste tire and solid waste management techniques.

Strategies

- A. Establish an effective environmental indicators program for waste tire and solid waste management techniques.
- B. Complete the Board’s landfill facility compliance study, a two-year, cross-media assessment of municipal solid waste landfill performance, to determine if current regulations effectively protect the environment for both the short and long terms.
- C. Ensure that recommendations from the landfill study are implemented, where appropriate, relative to improving current standards, assessing current practices in other states and countries, and assessing new and emerging landfill technologies.

Goal 4, Objective 3

Promote increased development and use of effective waste management technologies.

Strategies

- A. Establish a waste management research program on environmental impacts from waste tire and solid waste management techniques in cooperation with academia or other institutions as appropriate.
- B. Foster and maintain partnerships to accelerate the development, evaluation, and implementation of innovative waste management technologies.

**Goal 4, Objective 4**

Intensify efforts to prevent illegal dumping and, where necessary, clean up illegally disposed waste and waste tire sites.

Strategies

- A. Use the Board's authority to ensure effective enforcement against parties responsible for illegal disposal and illegal waste tire sites.
- B. Support public education and outreach on illegal dumping in California.
- C. Direct Board resources and support local efforts to ensure the timely remediation and restoration of illegal disposal sites and illegal waste tire sites that pose the greatest threat to public health and safety and the environment.

Goal 4, Objective 5

Continuously improve partnerships and data recording for the solid waste management decision-making process for the safe design, operation, permitting, and, if applicable, closure of waste tire and solid waste management facilities and operations.

Strategies

- A. Enhance opportunities for dialogue with internal and external stakeholders (using methods such as workshops, roundtables, trainings, and forums as outreach measures), and provide assistance on data management issues.
- B. Continue efforts to assist local decision-making regarding landfill capacity as related to proper planning and closure of landfills, when appropriate.
- C. Achieve a higher level of performance at landfills through continued partnership with the Solid Waste Association of North America (SWANA). Work with SWANA to establish a statewide landfill operator and inspector training program that results in improved landfill operations.

Goal 4, Objective 6**Protect the environment of the California–Mexico border.****Strategies**

- A. Share existing laws, regulations, and environmental education materials with border cities located on the California–Mexico border by carrying out landfill training seminars and teacher/waste tire hauler training workshops involving California–Mexico stakeholders.
- B. Develop curriculum on cross-media themes and train teachers in border regions in cooperation with Baja and Southern California partners.
- C. Develop and implement two to three priority environmental education projects in cooperation with the Mexican government.
- D. Work cooperatively with U.S.–Mexican authorities in developing a training program/tracking system focusing on cross-border waste tire hauling.
- E. Coordinate with U.S.–Mexican authorities in developing and implementing a waste tire pile abatement plan focusing on stockpiles posing an immediate fire threat to the border environment.
- F. Develop a database that reflects the Board’s waste tire tracking system needs, lawful foreign haulers’ manifests, and other documentation as a means to prevent continued creation of tire piles at the border.
- G. Work in conjunction with the Tijuana–San Diego and Calexico–Mexicali local governments, nongovernmental

organizations, and all interested parties in designing and implementing a work plan to prevent continued flow of rough solid waste debris along the Tijuana and the New River waterways.

- H. Provide technical assistance to Mexican neighboring communities in the process of siting/upgrading their solid waste disposal sites.

Goal 4**Alignment with Cal/EPA Vision**

The objectives and strategies of Goal 4 attempt to recognize and improve the ongoing efforts that ensure successful regulatory oversight of California’s waste management infrastructure while looking ahead to establish other methods that achieve environmental protection and promote new technologies. This goal and supporting objectives and strategies focus the Board’s efforts in support of Cal/EPA’s Strategic Vision goals in several ways:

- Using the Board’s regulatory oversight framework to ensure compliance with the law (Goals 4, 7, and 8).
- Defining and building the Board’s approach for integrated permitting, inspection, and enforcement (Goals 4 and 8).
- Expanding components for education, outreach, and assistance (Goal 8).
- Following up with increased efforts to prevent or clean up pollution from inactive, illegal, or abandoned sites (Goal 4).
- Building a higher level of technology and science-based decisions (Goals 7 and 8).

- Working to ensure that communities are free from unacceptable human health and ecological risks and reducing the disproportionate impacts of pollution on low-income and minority populations (Goals 4 and 5).

GOAL 5

Improve the efficiency and effectiveness of the California Integrated Waste Management Board in pursuit of its mission.

Introduction

This goal is focused on the Board's improvement of its internal processes, and on providing staff with all of the tools needed to achieve the Board's mission and goals. One area of particular emphasis will be development of leadership capability deeper into the organization, as well as expanding the leadership skills of the existing top management. These skills or capabilities will be demonstrated through vision, setting of priorities, modeling the behavior we ask of others, and in our commitment to our values. Through these objectives and strategies, we hope to ensure that we are making sound, responsible decisions based on accurate information and data, including environmental studies, industry trends, and stakeholder input.



Goal 5, Objective 1

Develop and improve leadership capabilities within the Board.

Strategies

- Implement a formalized leadership development program that defines the goals, measures, and performance needed from leaders, and provides leaders with the knowledge, skills, abilities, systems, processes, and tools to achieve the Board's goals.
- Provide staff with opportunities to develop and use leadership skills.

Goal 5, Objective 2

Address cross-organizational communication and collaboration.

Strategies

- Address cross-organizational (within CIWMB and Cal/EPA) and cross-media opportunities, issues, and impacts in making policy and management decisions.
- Develop and implement a strategy to improve cross-organizational communication.

Goal 5, Objective 3

Improve the exchange of and access to information internally and externally.

Strategies

- Develop our ability to capture, organize, and manage our institutional knowledge and expertise.
- Use technology—Web, geographical information systems (GIS), new developments—to improve how we share, exchange, and use information.

Goal 5, Objective 4

Ensure staff are supported by the systems, tools, processes, and learning opportunities necessary to be successful.

Strategies

- A. Identify staff's performance, learning, health and safety, and work environment needs, and implement strategies to address those needs.

Goal 5 Alignment With Cal/EPA Vision

The objectives and strategies of Goal 5 support Cal/EPA's Strategic Vision goals by focusing on leadership, innovative information management, and organizational management (Goal 8). In our effort to further develop our leadership capabilities, we hope to provide better leadership and commitment to Cal/EPA and Board priorities such as sustainability, "greening" State government, and encouraging personal and corporate responsibility through education and outreach. These priorities are built into the program objectives and strategies as well.

Additionally, we focus on cross-media and cross-organizational communication and collaboration, as well as using the latest technology to gather and share the most current information and data with all of our stakeholders, interest groups, and the communities we serve.

Finally, we are committed to conducting program assessments to improve the effectiveness and efficiency of all of our processes, and to provide staff with everything they need to continuously improve our services.



GOAL 6

Continuously integrate environmental justice concerns into all of the Board's programs and activities, including administrative and budgetary decisions.

Introduction

As articulated in our values under "Commitment to Environmental Justice," the Board is committed to protecting the environment and public health and safety in a manner that does not unfairly affect any group. Through the objectives and strategies listed below, we will examine all of our programs and activities to identify opportunities to reach out to low-income and minority populations to ensure that we provide the information and technical assistance needed to participate in a meaningful manner; and to address the disproportionate impacts of pollution on low-income and minority populations. We believe that it is critical to assess our programs and activities first, before devising a specific environmental justice strategy; however, there appear to be opportunities to move forward in this area sooner, which the Board will be addressing in the fall of 2001. These areas include grant and loan funding, and public outreach opportunities.



Goal 6, Objective 1

Develop an environmental justice strategy with input from stakeholders, especially concerned or impacted communities.

Strategies

- A. Conduct an assessment of Board programs, activities, and policies.
- B. Identify actions to be taken by the Board to address environmental justice concerns, issues, and impacts.
- C. Incorporate stakeholder and community concerns and input into development of final strategy.

Goal 6, Objective 2

Educate Board staff on environmental justice concepts and promote awareness of the Board's environmental justice strategy and implementation among external stakeholders and concerned or impacted communities.

Strategies

- A. Provide training and awareness opportunities for all Board staff.
- B. Utilize public venues, the Internet, and other publications to inform external stakeholders and communities of the Board's environmental justice strategy and implementation activities.

Goal 6, Objective 3

Ensure greater public and community participation, including low-income and minority populations, in the development, adoption, and implementation of environmental regulations, policies, and programs.

Strategies

- A. Inform the public of proposed actions through local resources, community organizations, and locally targeted media.
- B. Seek to overcome linguistic, cultural, institutional, geographic, and other barriers to meaningful participation.
- C. Coordinate with individuals and organizations in a community to provide technical assistance on potential health and environmental impacts.

Goal 6, Objective 4

Develop and maintain an information system to support Board efforts to develop and implement its environmental justice strategy.

Strategies

- A. Collect, store, maintain, and exchange information with stakeholders, communities, and the public regarding environmental justice issues, programs, and activities.
- B. Ensure the Board's information is readily accessible in a manner that meets the language and cultural needs of California's diverse stakeholders.

Goal 6 Alignment with Cal/EPA Vision

The Board will continue to support Cal/EPA's efforts in the area of environmental justice (Goal 5) through both the internal advisory group (Chairs and Directors of Cal/EPA's boards, departments, and office) and through the internal staff-level working group. As described above, Board efforts will focus initially on assessing programs and activities, then devising a strategy that incorporates input from all of our affected stakeholders, communities, and interested parties. These efforts are directed toward minimizing the impacts from existing and future facilities, as well as other potential sources of pollution, on public health and safety and the environment.



GOAL 7

Promote a “zero-waste California” where the public, industry, and government strive to reduce, reuse, or recycle all municipal solid waste materials back into nature or the marketplace in a manner that protects human health and the environment and honors the principles of California’s Integrated Waste Management Act.

Introduction

The zero-waste philosophy focuses on the most efficient use of natural resources in order to maximize the reduction of waste and protect the environment. It also includes but is not limited to maximizing recycling and ensuring that products are made to be reused, repaired, or recycled back into the environment. Zero-waste involves utilizing the most effective industry processing or manufacturing practices to efficiently conserve the use of raw materials, including front-end design for efficiency while educating consumers. It includes promoting technology to encourage source reduction on the front end and recycling and other technologies on the back end, and harnessing the energy potential in “waste” by using new and clean technology to convert the material directly into “green fuel” or gas to produce electricity. Board efforts in this area have resulted in “real” reduced amounts of disposal since 1989, as measured by the Board’s disposal reporting system. Some of the Board’s work that has contributed to

reductions in disposed waste are promotion of packaging redesign, food waste projects, organics diversion efforts, work with local jurisdictions and local businesses, the California Materials Exchange (CalMAX) program, the Waste Reduction Awards Program (WRAP), and green building projects.

This goal is very consistent and closely aligned with the Board’s overall mission that promotes all materials being managed to the highest and best use. By supporting effective and efficient industry processing and manufacturing practices, the Board will strive to create a sustainable California preserved for the future. By working closely with local jurisdictions and local businesses, the CIWMB will continue to form partnerships that support this overall effort. The Board is committed to promoting its overall vision by recognizing the diversity of the state and partnering with its external customers.



Goal 7, Objective 1

Promote source reduction to minimize the amount of waste generated.

Strategies

- A. Periodically review existing and proposed regulations and legislation for possible barriers to attaining the existing mandates and the goal of zero waste generation.
- B. Continue to work with jurisdictions to ensure they meet and/or exceed existing waste diversion mandates.
- C. Continue to educate the public regarding the principles, obstacles, and opportunities of zero waste.
- D. Develop and use meaningful environmental and performance indicators.

Goal 7, Objective 2

Promote best business practices in product manufacturing and handling.

Strategies

- A. Partner with other State agencies to create cross-media approaches to working with business to assist in achieving zero waste.
- B. Partner with trade associations to promote cost-beneficial source reduction, recycling, and related manufacturing opportunities (technologies, packaging efficiencies, best business practices, etc.).

- C. Create model programs that are self-sustaining and transferable to others.
- D. Evaluate long-term benefits of pilot programs or models.
- E. Expand and develop interactive Web sites that can be used by all.

Goal 7, Objective 3

Encourage recycling activities and new technologies in all businesses and residences.

Strategies

- A. Assemble a cross-media team to develop standards for evaluating new technologies that produce less waste and convert residuals to their highest and best use.
- B. Use high-profile public venues as demonstration projects to promote the zero-waste message. As part of the evaluation process, assess the commitment of owners/managers of these venues to ensure sustainable programs.



Goal 7, Objective 4

Promote new or existing technologies and processes to address existing or emerging waste streams.

Strategies

- A. Complete a statewide waste characterization study every four years to assess existing and historical waste streams.
- B. Project future waste streams to address diversion of possible new material types.
- C. Develop Board priority areas relative to material types and business outputs.
- D. Develop and promote environmental management systems targeting interests from specific industries.

**Goal 7, Objective 5**

Work with other State agencies to promote zero waste strategies that would ultimately put State agencies in a position to lead by example.

Strategies

- A. Develop a cross-media environmental curriculum that uses hands-on, real-life examples.
- B. Work with Cal/EPA to ensure that the agency is a leader in conducting itself consistent with zero-waste principles.
- C. Partner with State agencies to create a cross-media approach to zero waste.
- D. Continue to strengthen efforts in the State Agency Buy Recycled Campaign and AB 75 (Strom-Martin, Chapter 764, Statutes of 1999) programs to ensure statutory compliance.



Goal 7 Alignment With Cal/EPA Vision:

The intent of this goal is to promote a zero-waste California that strives to maximize the reduction of waste. This particular goal is very broad in scope and essentially encompasses all diversion-related activities and processes related to the public, industry, and government. Five specific objectives were created that emphasize source reduction, recycling, best business practices, new technologies, and providing leadership within State government.

Additionally, strategies for accomplishing this goal include such activities as creating partnerships with State agencies and business, promoting environmental management systems, projecting future waste streams, and many other activities. Many of the proposed objectives within this goal are very similar to or consistent with Cal/EPA's Strategic Vision goals:

- Reduce solid wastes (Goal 4).
- Effectuate reduction, reuse, and recycling of raw materials (Goal 6).
- Promote the development, commercialization, and use of effective environmental techniques and technologies (Goal 7).
- Ensure environmental impacts for all media are considered in environmental policy and management decisions (Goal 7).
- Lead by example (Goal 8), which includes promoting a “green”

Cal/EPA; leading the effort to “green” California State government; engaging the public and business community in taking personal and corporate responsibility for environmental improvement through education and outreach; and increasing cross-border and tribal environmental initiatives and programs.

- Innovation (Goal 8), which includes creating a plan for a sustainable California; promoting the implementation of environmental management systems; developing and using meaningful environmental and performance indicators; and creating an Internet-based, agencywide, integrated information management system that is accessible to the public.
- Management (Goal 8), which includes expanding and improving cross-media communications, collaboration, and training, and conducting continuous evaluations of program effectiveness.



A P P E N D I X A :

Description of Strategic Plan Elements

Definitions of the strategic plan elements included in the CIWMB's 2001 Strategic Plan include:

- **Vision:** An inspiring picture of what the organization would like to become beyond today. It is not bound by time, represents continuing purposes, and serves as a foundation for a system of strategic planning.
- **Mission:** The reason for an organization's existence. It succinctly identifies what the organization does, why, and for whom it does it.
- **Values:** The human factors that drive the conduct of an organization and that function as a guide to the development and implementation of all policies and actions. They are a summary of the operating philosophies that will be used in fulfilling the mission and vision.
- **Goals:** Issues-oriented statements that reflect the realistic priorities of the organization and chart the future direction by focusing actions toward clearly defined purposes and policy intention.
- **Objectives:** Specific and measurable targets for the accomplishment of a goal. They mark interim steps toward achievement of the mission and goals and set the direction for strategies.
- **Strategies:** Specific courses of action that will be undertaken by the organization to accomplish its goals. They indicate how the goals and objectives will be achieved.

APPENDIX B :

Strategic Planning Participants

Sponsors

- Integrated Waste Management Board Chair
- Integrated Waste Management Board Executive Director

Steering Committees

Steering committees worked in two phases to guide the development of this strategic plan. The committee initially consisted of a cross-section of Board Members, their advisors, and several executives. These committee members (1) developed the methodology for how the content of the plan would be developed; (2) provided guidance in the internal and external stakeholder forum design; (3) integrated Cal/EPA's 2000 Strategic Vision and the results of previous efforts, such as the 21st Century Policy Project; and (4) assessed current legislative and budget proposals.

The phase one steering committee membership consisted of:

- Sponsors
- Committee Leader
- Board Member Office Representation
- Executive Representation

In the second phase, the steering committee's membership shifted to include all of the Board's executive staff and focused on overseeing the development of the plan's content for the Board's discussion and direction. This group developed a draft set of goals for the Board's consideration and led cross-organization teams in drafting objectives and strategies for each goal.

Internal and External Stakeholder Forum Participants

Two stakeholder forums were conducted as part of an internal and external assessment of the issues for Board Members. During the first forum, which was held on February 15, 2001, a representative group of the Board's external stakeholders provided broad policy input on key waste management issues of the future. The internal stakeholder forum for the Board Members was held on March 12, 2001, to allow Board staff the opportunity to provide input on key issues and strategies.

The forums enabled the Board to dialogue with a broad constituency base—both internal and external—and begin the process of exploring and formulating the future direction of the Board. The following individuals and representatives from the following organizations participated in stakeholder forums.

External

- Natural Strategies, Inc.
- Waste Management of North America
- League of California Cities
- County of San Bernardino,
Division of Environmental Health Services
- Californians Against Waste
- Gary Liss & Associates
- CR&R (a solid waste and recycling company)
- County of Sacramento,
Waste Management and Recycling Division
- Regional Council of Rural Counties
- Solid Waste Association of North America
- Sierra Club
- Global Futures

Internal

- Board staff (50)
- Cal/EPA boards, departments, and office staff

Interview Participants

The steering committee interviewed all six Board Members following the stakeholder forums to identify key issues and policy areas of interest.

Cross-Divisional Development Teams

The Board sanctioned executive staff-led cross-divisional teams composed of Board staff to formulate draft objectives and strategies for each of the goals. Representatives from Board Member offices and the Board's program offices and divisions participated.

Cal/EPA and the Boards, Departments, and Office

Cal/EPA and its boards, departments, and office reviewed and provided feedback on this strategic plan through the Cal/EPA Strategic Vision implementation team composed of representatives from the Agency's boards, departments, and office. The Office of the Secretary also provided feedback.



A P P E N D I X C :

Cal/EPA Strategic Vision (July 2000)—Strategic Objectives

GOAL 1

Air that is healthy to breathe, sustains and improves our ecosystems, and preserves natural and cultural resources.

Objectives

- Meet the federal and State standards for all criteria pollutants by the required deadlines.
- Maintain air quality in the areas already meeting health standards.
- Identify and reduce emissions and public health risk of non-criteria toxic pollutants.
- Reduce air pollution loading to land and water.
- Reduce emissions of greenhouse gases.
- Reduce ozone-depleting gases.
- Reduce the public health risk of indoor air pollution.
- Reduce regional haze to improve visibility.

GOAL 2

Rivers, lakes, estuaries, and marine waters that are fishable and swimmable, and support healthy ecosystems and other beneficial uses.

Objectives

- Restore impaired surface waters to standards that protect the public health and environment.
- Maintain and restore all beneficial uses of water.
- Eliminate or reduce and control adverse public health and environmental impacts associated with the use of toxic and non-toxic pollutants in surface waters.
- Maintain and restore sediment and water quality such that fish and shellfish are safe to consume.
- Restore and maintain inland riparian corridors and associated buffers for water quality, biological health, wildlife habitat, flood control, public safety, and bank stability.
- Restore and maintain the functional integrity of the marine and estuarine systems for water quality, biological health, wildlife habitat, storm protection, public safety, and shoreline stability.

GOAL 3

Groundwater that is safe for drinking and other beneficial uses.

Objectives

- Eliminate or reduce and control adverse public health and environmental impacts associated with the use of toxic and non-toxic pollutants in groundwater.
- Restore impaired groundwater to standards that protect the public health and environment.
- Prevent subsidence of groundwater aquifers.
- Prevent seawater intrusion of groundwater aquifers.
- Protect groundwater aquifers from pollution at well-head and water recharge areas.



GOAL 4

Communities that are free from unacceptable human health and ecological risks due to exposure from hazardous substances and other potential harmful agents.

Objectives

- Reduce the use of persistent bioaccumulative toxic chemicals.
- Reduce hazardous waste generation.
- Reduce solid wastes.
- Minimize and assure safe land disposal of solid and hazardous wastes.
- Minimize the risk to public health and the environment from contaminated sites.
- Minimize the public health and environment impacts of industrial facilities and chemical releases.
- Ensure that hazardous materials handlers and facilities are in full compliance with all operating standards.
- Ensure that inactive solid and hazardous waste facilities are safely closed and maintained.

GOAL 5

Reduce or eliminate the disproportionate impacts of pollution on low-income and minority populations.

Objectives

- Minimize the public health and environmental impacts of existing facilities.
- Assist the Governor's Office of Planning and Research and local land use agencies in developing model land use ordinances which address siting of future hazardous materials, waste, transportation or handling facilities and activities.
- Reduce the impacts of pollution from existing hazardous materials, waste, transportation and handling facilities or activities.
- Assist the Department of Education in developing model school siting policies to avoid exposing children to pollution.

GOAL 6

Ensure the efficient use of natural resources.

Objectives

- Increase the use of reclaimed water.
- Ensure a fair and stable allocation of the state's surface water resources.
- Increase the role of water markets and the water transfer process in the allocation of water.

- Effectuate reduction, reuse, and recycling of raw materials.
- Increase conservation of water.
- Decrease the use of energy and increase the proportion of renewable energy.
- Maximize the redevelopment and productive use of brownfields.

GOAL 7

Continuous improvement and application of science and technology.

Objectives

- Promote the development, commercialization, and use of effective environmental techniques and technologies.
- Ensure all actions taken under California's environmental protection programs are based on sound science.
- Establish consistent agencywide risk assessment and risk management protocols using objective, scientific evaluations.
- Ensure environmental impacts for all media are considered in environmental policy and management decisions.
- Identify and assess the health and environmental risks associated with high-volume chemicals.
- Recruit and retain qualified scientists.

GOAL 8

*An efficient and effective Cal/EPA
in pursuit of its mission.*

Objectives

Lead by Example

- Promote a “green” Cal/EPA.
- Lead the effort to “green” California State government.
- Ensure the California Environmental Quality Act is appropriately utilized in making project decisions.
- Engage the public and business community in taking personal and corporate responsibility for environmental improvement through education and outreach.
- Coordinate agency programs for children’s health.
- Increase cross-border and tribal environmental initiatives and programs.
- Create an Internet-based, agencywide, integrated information management system that is accessible to the public.

Innovation

- Create a Plan for a Sustainable California.
- Promote the implementation of Environmental Management Systems.
- Promote integrated permitting, inspection, and enforcement programs.
- Develop and use meaningful environmental and performance indicators.

Management

- Expand and improve cross-media communications, collaboration, and training.
- Establish agencywide enforcement policy, standards and reporting.
- Coordinate emergency response roles and responsibilities, and provide adequate funding.
- Conduct continuous evaluations of program effectiveness.

APPENDIX D:

California Integrated Waste Management Board



