

Appendix E

Public Comment

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November 1, 2012

INPUT AND RECOMMENDATION FOR INCLUSION IN THE PROSPERITY PLAN

Humboldt County has several opportunities for business expansion, small business start-ups, and waste reduction assistance to manufacturers in the collection and value-added processes for its discarded materials. While the relevancy of "closed-loop" (within our regional economy) and value-added reuse and recycling of discard materials is cross-cutting, it particularly relates to Strategies B, C, and F in Prosperity 2012, the County's comprehensive economic development strategic plan.

Although the update of the Prosperity strategic plan, is closer to completion, it is important to note that the Humboldt Waste Management Authority is engaged in a parallel process of strategic planning and is identifying specific value-added projects that will contribute to the local economy and local employment.

A recently-formed nonprofit, public benefit organization, Zero Waste Humboldt is conferring with local and out-of-area specialists in value-added reuse and recycling to assist the Waste Management Authority's consultants and Planning Advisory Committee with research. When Zero Waste Humboldt, the Waste Management Authority, and businesses involved begin seeking loans and the grants for feasibility studies, equipment, etc., it will strengthen their applications for these efforts to have been identified in the County's Economic Development Strategic Plan.

The following examples of new venture concepts and business support services--- each creating new jobs--- warrant further examination.

1. Financial analysis of a bottle/jar washing operation to serve our local food processing, canning, and beverage-making industries. An analysis of a bottle washing operation was conducted locally 20 years ago. At the time, we did not have our breweries, and other locally made beverages and foods, to achieve the necessary economy of scale for it to be profitable. In the past two years, several individuals and businesses have contacted Zero Waste Humboldt to inquire about the viability of local bottle-washing now. In conversations with Humboldt Bay Municipal Water District, we have been encouraged to consider the Samoa Pulp Mill location as we assess the viability of this small business water use.

2. Zero Waste Event Service - Business analysis of washing and refill service for beverage and food containers served at our largest outdoor fairs and festivals. The potential to create a wash-&-refill service for cups, plates, and utensils is currently being explored by Zero Waste Humboldt and a group of seniors at HSU. Klean Kanteen, Wastebusters, and other large fairs and festivals that have successfully made the conversion to zero waste systems are providing data and consulting with us. A pilot

program is being planned for an event next summer.

3. Establish a Reusables Depot for home fixtures and building supplies and materials similar to the one successfully operated for several years by ACRC in Arcata. Also, businesses that are closing, moving, or upgrading need a convenient center to take their used furniture, equipment, computers, supplies, etc. This has already been identified as an unmet need and will likely be one of the recommended actions of the HWMA Strategic Plan.

4. Develop an online information clearinghouse service for all Humboldt Bay area secondhand shops and reuse centers. Once established, this central repository of information will be convenient for the local public, schools, community organizations and small businesses to use and will be maintained current by the fees of member shops. Individuals, businesses and organizations need a reliable "information central" for where they can drop off their used items. Some shops only take children's clothing; some only take adult clothing. Some accept books, furniture, toys; others do not. The days and hours that the reuse and secondhand shops are open to accept goods vary throughout the week. Likewise, start-up businesses, organizations, schools, etc. need a convenient source of information for where to get good used furniture, equipment, computers, supplies, etc.

These economic development projects can be implemented within five years, if feasibility studies and business plans were accomplished in 1-2 years. They have all successfully been achieved elsewhere, and we are fortunate to have local expertise in this specialized hybrid field of recycling and reuse economic development. Much groundwork has already been established. For example, in 2004-2006, the Center for Environmental Economic Development in Arcata conducted the Recycled Glass Feedstock Conversion Project. Funded by a California Department of Conservation Grant, the Recycled Glass Project assisted manufacturers and artists interested in evaluating the use of recycled glass as a material for making new products. These projects will be able to build on previous work.

The wide variety of value-added uses of our waste as secondary resources for local business, has such potential for future employment development, that we respectfully request you include it in the Prosperity Plan. Confer with Maureen Hart or Maggie Gainer if you have any questions.

Thank you.

Jud Ellinwood, Zero Waste Humboldt
Tracy Jordan French
John McClurg, Fire & Light
Jane Woodward
Margaret Cole

Steve, O'Meara, Kokatat
Alex Stillman
Tibora Girczyc-Blum, SCRAP Humboldt
Michelle McKeegan
Phil Ricord, Wildberries
Margaret A. Gainer



DATE: December 28, 2012
TO: HWMA Board members and alternates, R3 Consulting Inc. principals, and HWMA Planning Advisory Committee
FROM: Jud Ellinwood, Zero Waste Humboldt Advocacy Coordinator
SUBJECT: HWMA Strategic Plan goals: Complementary waste diversion and commercial reuse activities / An argument for a stand-alone economic development goal.

Dear all,

As the HWMA Board continues to work on development of a Strategic Plan, we encourage the Board, R3 and the PAC to give special attention to the potential mutual benefits of formalizing support of economic development activities and creative business development efforts of local for-profit entrepreneurs and the non-profit sector that divert waste. We believe the facilitation of creation and growth of local businesses that both reduce the amount of waste requiring handling by HWMA and also add value to our locally collected secondary resources should be a stand-alone, explicit Strategic Plan goal.

This goal, if incorporated into the plan, would create a very beneficial linkage of your planning effort with the local economic development community's county-wide Prosperity 2012! plan - currently in its final stage of development.

Zero Waste Humboldt has been an active participant in the current County Economic Development planning ("Prosperity 2012!") process, encouraging the local economic development community to formally acknowledge and support business creation waste reduction and reuse activities and spin-off businesses. Our position and four examples of potential new businesses that will rely on having an adequate supply and access of materials are laid out in our November 1, 2012 letter to the principal parties leading the Prosperity 2012! process (also attached). In each case, the creation and operation of these businesses will result in waste reduction and/or diversion-the top priority of HWMA in coming years. If waste processing and reuse is recognized in the Prosperity 2012! plan as a priority, this will give start-up business owners a competitive advantage for public economic development funding.



Establishing facilitation of creation and growth of waste reduction and value-added reuse businesses that contribute to local waste diversion as a HWMA Plan goal will enhance the prospects of start-up businesses accessing both economic development and public waste reduction grant funding, and also lay uniform policy groundwork for future HWMA / private sector partnerships that divert waste and at the same time contribute to construction of a sustainable local economy.

If you incorporate an economic development goal in your plan, and the Prosperity 2012! leaders incorporate some form of our recommendations in their plan, the two plans would be mutually supporting, increasing the county's capacity for waste reduction activities. This is the kind of creative, forward thinking that can elevate your strategic plan to a truly longterm, comprehensive level that takes advantage of existing county resources that haven't been a part of past HWMA revenue generating and cost reducing strategies.

Where our argument - *supporting mutually beneficial economic development (ED) should be established as a stand-alone SP goal and waste diversion activity - fits into the HWMA process's products to date (all references are to pages in R3's HWMA PAC October 30, 2012 PowerPoint presentation):*

- Establishing a stand-alone ED goal would be done as part of the goal setting step of the planning process {see recommendation #1 - Ppt 44}.
- As a new waste diversion activity it would be a natural complement to existing activities (see Ppt 14).
- Establishment of an ED stand-alone SP diversion goal would support the draft mission statement {see Ppt 33}. Materials diversion, processing and value-added use are all activities that contribute to a sustainable regional economy.
- Supporting mutually beneficial economic development activities would need to be identified as a HWMA role (see Ppt 32) as part of establishing a ED goal.



- As an activity and goal it would help HWMA attain the diversion goal referred to in PPt 34 and reduce demand for processing capacity referred to in PPt 36. Commercial utilization of collected and processed materials would support HWMA source separation and residential and commercial diversion efforts (PPt 29).
- HWMA supported ED activity has the potential to develop a stable revenue stream over time as businesses are created and grown . This would support PPt 38 and PPt 44 - recommendations 2,4 and 5.

Please post this letter on the HWMA Strategic Plan webpage under Public Comments and enter into the process's written record. Please do likewise with the November 1, 2012 ZWH letter to the Prosperity 2012! Process leaders. Thank you!



DATE: February 13, 2013
TO: HWMA Board members and alternates, R3 Consulting Inc. principals
FROM: Jud Ellinwood, Zero Waste Humboldt Advocacy Coordinator
SUBJECT: R3 Strategic Plan Draft Policies #s 2, 3, 4, 5 and 7

Dear All,

ZWH has reviewed R3's Strategic Plan draft Policies #s 2, 3, 4, 5 and 7 and wishes to express its support of their inclusion in the draft Strategic Plan as written.

We want to express our appreciation for the quality of R3 Consulting, Inc.'s research and analysis, and recommendations that will transform HWMA into a waste reduction agency having the capability to meet current and anticipated future state diversion requirements.

Please post this letter on the HWMA Strategic Plan webpage under Public Comments and enter into the process's written record. Thank you!



DATE: March 15, 2013

TO: HWMA Board members and alternates, R3 Consulting Inc. principals, and HWMA Planning Advisory Committee

FROM: Jud Ellinwood, Zero Waste Humboldt Advocacy Coordinator

SUBJECT: ZWH's HWMA Preliminary Draft Strategic Plan Review Comments
–THE MISSING IMPLEMENTATION SECTION.

Everyone who is receiving this letter has been part of an intense and rewarding strategic planning process that will produce a product of which we can all be proud. Everyone has generously invested an extraordinary amount of time and effort to this enterprise and shares a strong desire that implementation of the plan will fulfill the plan's identified goals. Zero Waste Humboldt also shares these sentiments. For this reason, we are expressing our concern that what we regard as an essential plan element – a section devoted to implementation of the plan - is missing from the preliminary draft document, and we strongly recommend its inclusion as the plan's last section.

Most of us have seen well-intentioned written plans become nothing more than shelf documents. So much wasted effort! This too can easily become the HWMA strategic plan's fate if commitment to creating an implementation plan and a general description of the implementation plan and its use is left out of the strategic plan.

Another plan? Consider this: There is good reason why strategic plans with an implementation component so often succeed where others fail. An implementation plan is all nuts and bolts. To quote a recent article: ***“Strategic planning is a process that includes charting a direction, determining the course, and reaching a destination. You need a plan for implementing goals and strategies in addition to identifying them, in order to reach your destination.”***

Implementation plans vary but they commonly identify who, what, when, how and resources needed for each initiative. Sound implementation plans commit organizations to:

- regular internal communication about the plan,

- tracking and measuring progress,
- conducting an annual review and evaluation, and
- adoption of annual or biennial action plans for each major initiative.

An implementation plan should identify start and stop dates, measurable milestones – i.e., objectives - and associated timelines.

Tracking and summarizing progress and assessing the status of initiatives is critical to successful implementation.

Strategic plan information needs to be updated periodically to reflect progress and accomplishments. Organizations need an easy way to track and summarize progress. The tool of choice is typically a matrix to show priorities and timelines for completion of objectives.

A good implementation plan identifies alternatives in case some initiatives don't work out as hoped. Planning experts advise organizations to stay focused on their destination but be flexible about the path they take to get there.

A good implementation plan will guide actions from top to bottom of an organization's personnel hierarchy, creating consistency and efficiency at every level.

Good communication is a key element of successful strategic plan implementation. Regular communication demonstrates commitment to the plan; regular monitoring and progress reviews will maintain and build institutional memory for HWMA, which has had and will continue to have significant transition in governance and key management positions.

It will be essential that HWMA's Executive Director - and ideally a standing Board Strategic Plan Committee too - take ownership of implementation of the strategic plan and monitor progress through regular communication with senior management.

Keeping the HWMA planning process dynamic and ongoing is critical. In the words of a Pennsylvania State University Office of Planning and Institutional Assessment article , *“Organizations should link the plan to their daily operations: Keep the plan visible by integrating into regular activities such as staff meetings and professional development plans. Drill down from strategies to show how they are related to daily activities.”* Whenever possible, HWMA should use the

strategic plan's stated goals as a reference point for everyday decision-making, and bring the vision and goals of its strategic plan into the ongoing activities of its staff and board. Regularly referring to the plan can improve HWMA's ability to respond creatively to new information or unforeseen circumstances, rather than being limited by it.

Accountability is another essential element of an implementation plan. A contact person should be assigned for each initiative. An assignment matrix or grid can be very useful to keep track of ongoing and completed activities.

Annual or biennial work plans that are based on progress reviews identify mid-course corrections and modification to reflect changing circumstances and needs. Annual work plans provide the foundation for annual budget development and identifying funding development needs.

In conclusion, we urge the Board to incorporate - at a minimum - the following content in an implementation section located at the end of the plan body:

- **An explicit commitment to preparing an implementation plan within six months of official adoption of the strategic plan,**
- **A specific description of the implementation plan's purpose, basic design elements and how it will be used, as in this letter.**

Please post this letter on the HWMA Strategic Plan webpage under Public Comments and enter into the process's written record. Also, please enter this letter into the PAC March 20, 2013 written record. Thank you!



DATE: April 8, 2013

TO: HWMA Board members and alternates, R3 Consulting Inc. principals, and HWMA Planning Advisory Committee

FROM: Jud Ellinwood, Zero Waste Humboldt Advocacy Coordinator

SUBJECT: ZWH's HWMA March 29, 2013 Draft Strategic Plan Review Comments – Initial Response

A review of the March 29, 2013 Draft Strategic Plan included in the April 11, 2013 HWMA Board meeting packet leaves me disappointed by the absence of ANY mention, let alone acknowledgement, of the significant role the public has played in both the initial formative period of the planning process and later, once the consultant was selected and the actual process was initiated.

The Board received public comment

- From citizens prior to and during the Board's first discussion of what exactly the planning process would consist of at the September 8, 2011 Board meeting - the meeting at which the motion to initiate a strategic planning process was approved;
- from the dozens of citizens who attended and spoke at the November 17, 2011 Scoping Workshop;
- from the dozens of citizens who provided written comments at and in the weeks subsequent to the Scoping Workshop;
- from the citizens who provided written and oral testimony about the staff's draft strategic planning consultant RFP prior to and at the February 9, 2012 Board meeting;
- from the citizens who attended the four Community Meetings;
- from the citizens who attended the four PAC meetings; and
- once the actual process was initiated, from members of the public and Zero Waste Humboldt who provided oral and written comments to the Board, staff, PAC and consultants throughout the remaining 13 months of the planning process.

One only has to look at Board meeting minutes, the Public Comments section of the HWMA's Strategic Planning webpage and local newspaper op/ed archives to

gain an appreciation for the interest and engagement of the public. In our opinion, the success of the planning process has been due to a significant extent to a combination of a inclusive and transparent process (thank you, Board!) and the contributions of ideas, opinions, analyses and recommendations from citizens who took time out of their lives to communicate their views to the Board.

Between the sum of this citizen input and the contribution of the PAC, any portrayal of the public as being less than an integral and key component of the plan's development is a conspicuous misrepresentation that requires correction. Therefore we recommend the revisions described below.

A description of public participation needs to be integrated into the narrative of the plan. In the draft plan, the process begins in February 2012 with the circulation of the consultant RFP. In actuality it began with the input from citizens prior to the first time the plan is discussed by the Board at their September 8, 2011 meeting.

ZWH would like to see the narrative of the planning process's beginning to reflect this chronology and history on page 1 of the draft between the "Purpose Section" and the "Strategic Planning Process". This new section should also accurately describe the Board motion that began it all, convening of the Scoping Workshop, and presentation of the workshop's report to the Board.

The page 1 "Strategic Planning Process" narrative also fails to describe the August 2012 special board meeting as a well attended public meeting in which a wide variety of stakeholders actively participated.

In addition, there is no mention of who was appointed to the PAC, nor any acknowledgement of the time and effort that was devoted to their crucial work. The names of PAC members and a brief description of their background should be included in a stand-alone list in the appendix proposed below.

In a short acknowledgements section - signed by the Board chair - that precedes page 1, we'd like to see credit given to all groups of participants – Board, staff, the public, and the consultants with special recognition to the exceptional effort HWMA staff and Board put into the Scoping Workshop and the subsequent August 2012 public meeting which got the process off on the right foot.

We'd like an appendix ("E" – Public Participation) added to the appendices that is a record of citizens who attended the November 2011 scoping workshop and August 2012 public meetings, each PAC meeting and each community meeting; the individuals and groups who provided written and oral comments beginning in August 2011; and PAC members.

Our suggestion: In the first part of the appendix, create three lists on separate pages. In the first list, identify all non-agency public meeting attendees, and any affiliation, under meeting sub-heads. The second list would contain the names and affiliations, if any, of citizens who submitted oral and written testimony. A third list would be reserved for the PAC.

The second part of the appendix would consist of a compilation of all written comments received beginning with what I think are the two earliest, my August 23 and September 4, 2011 letters (I'll send copies to whoever needs them, they're not posted on the website). At a minimum, all comments posted on the Strategic Planning webpage under "Public Comments" should be included in this second part of the appendix.

A PLAN INCORPORATING THESE REVISIONS WILL ACCURATELY PORTRAY THE PROCESS TO FUTURE READERS AS WHAT IT REALLY WAS - A TRULY COLLABORATIVE EXPERIENCE THAT INCLUDED THE BENEFICIAL CONTRIBUTION OF AN ENGAGED AND WELL-INFORMED PUBLIC.

Please post this letter on the HWMA Strategic Plan webpage under Public Comments and enter into the process's and the April 11, 2013 Board Meeting written record. Thank you!