



Central Virginia Waste Management Authority

Strategic Plan: Fiscal Years 2017-2020

VISION

To be the recognized leader in regionally sustainable waste management practices that protect the environment.

MISSION

Fostering regional collaboration to provide planning, resources and education in order to reduce, reuse, recycle and manage solid waste for our 13 jurisdictions.

GUIDING PRINCIPLES

Environmental Stewardship • Customer Focus • Integrity • Mutual Cooperation • Innovation • Financial Stewardship

Strategic Plan Dashboard – January 2017

RED: Beginning

ORANGE: In Motion

GREEN: Happening/Happened

Gray: Not Started



Goal 1: Protection of Environmental Resources

- 1A. Add more recyclable commodities
- 1B. Switch from recycling bins to carts
- 1C. Better manage contracts and contractors for performance, compliance and adherence to environmental standards
- 1D. Keep up to date on new laws and regulations and how they impact our programs and localities
- 1E. Visit CAOs and elected officials to educate on programs, costs and new topics



Goal 2: Customer Focus

- 2A. Stay current and maximize technologies that engage customers and enhance relationships
- 2B. Enhance the call center systems to accommodate increased information tailored to individual jurisdictions' needs
- 2C. Conduct customer surveys to assess service levels
- 2D. Provide more flexibility through contracted services in order to meet members' needs



Goal 3: Educational Resources

- 3A. Increase capacity to increase grass roots educational efforts
- 3B. Work with locality liaisons to identify barriers including language barriers
- 3C. Identify and utilize subject matter experts and resources on various environmental topics
- 3D. Work with national organizations on promotional, education and outreach best practices
- 3E. More consistent curbside education advisory committee meetings and involvement



Goal 4: Financial Stewardship Through a Well-run Organization

- 4A. Develop business case that shows the long term value of carts
- 4B. Revisit and update policies/procedures for employees and Board members
- 4C. Encourage locality participation on the Board, TAC and other committees
- 4D. Evaluate staffing needs based on service demands and make recommendations



Goal 1: Protection of Environmental Resources

~increase awareness, knowledge and access to information and services that result in a positive environmental impact.

OBJECTIVES:

- 1.1 Provide services that are convenient and accessible
- 1.2 Keep stakeholders informed about the environmental impact of the industry trends and changes
- 1.3 Change or influence behaviors
- 1.4 Establish clear and concise expectations with contractors

INITIATIVES

- **1A. Add more recyclable commodities**
- **1B. Switch from recycling bins to carts**
- **1C. Better manage contracts and contractors for performance, compliance and adherence to environmental standards**
- **1D. Keep up to date on new laws and regulations and how they impact our programs and localities**
- **1E. Visit CAOs and elected officials to educate on programs, costs and new topics**



Goal 1: Protection of Environmental Resources

1C. Better manage contracts and contractors for performance and adherence to environmental standards

MEETS OBJECTIVES:

- 1.2 Keep stakeholders informed about the environmental impact of the industry trends and changes
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PERFORMANCE MEASURES:

Contract Compliance,
management data

Colonial Heights MSW Contract & Service Agreement

- Strengthened language and penalties regarding failure to report spills and preventative maintenance
- Included language requiring new vehicles, reserve equipment and preventive maintenance to minimize negative environmental impacts
- Increased fines and penalties of missed collections

Hopewell Meeting with CFS – January 9

- Discussed carts/cart delivery efficiencies and improvements to trash collection program
- Financial Assessments



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New and Ongoing Efforts:

- Monitoring Legislation 2017 GA
- Report to Board 1/20/17
- DEQ Webinar – Recycling Rate Report – Dec 6
- New FEMA and Federal Procurement Laws – affects procurement of Debris Management/Monitoring Contracts
 - VDEM reviewing RFP to ensure compliance with State/Fed requirements

To Do Next 3-6 Months:

- Monitor legislation
- Working on RFP for Yard Waste/Grinding (include quarantine info)
- Continue to work with agencies like DEQ, VDEM, FEMA, VDAG, etc.



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- ☐ Ashland
- ☐ Charles City BOS
- ☐ Chesterfield **Meeting – 3/10/17**
- ☐ Colonial Heights
- ☐ Goochland
- ☒ **Hanover – 1/11/17**
- ☒ Henrico BOS - June 28, 2016
- ☒ Hopewell City Council – July 27, 2016
- ☐ New Kent
- ☐ Powhatan
- ☐ Prince George
- ☒ Richmond City Council - July 25, 2016





Goal 2: Customer Focus

~engage with our member jurisdictions and the community to deliver timely, accurate and cost effective services.

OBJECTIVES:

- 2.1 Provide easy access to accurate information.
- 2.2 Provide with timely response, resolution and follow-up
- 2.3 Be proactive in operational planning
- 2.4 Provide opportunities to customize services for our member jurisdictions within a regional framework
- 2.5 Provide services and programs that create value now and for the future

- 2A. Stay current and maximize technologies that engage customers and enhance relationships
- 2B. Enhance the call center systems to accommodate increased information tailored to individual jurisdictions' needs
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New and Ongoing Efforts:

- Social Media/Marketing Workshop – Dec 7&8. Best practices using cost effective social media tools
- Researched potential for online chat mechanism and determined it may be too costly, but still researching.
- Set up conference call 1/25 with company to discuss online chatting, alter systems, customer surveys etc.
- Agenda item for CEAC 2/8 meeting

Working on:

- Research and prepare cost analysis in developing an APP and/or text/calling capability



Goal 2: Customer Focus

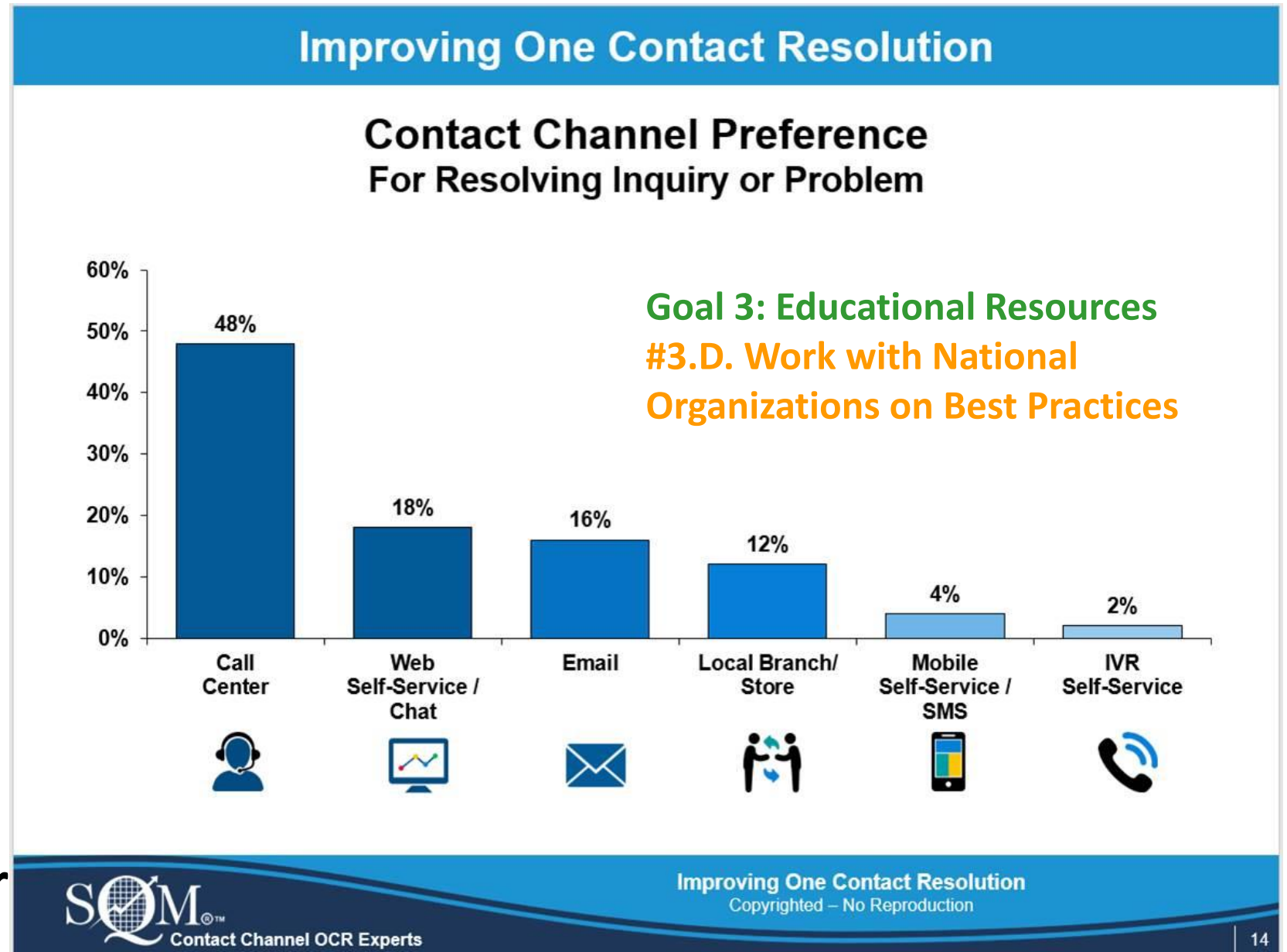
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**Service Quality
Management – Customer
Service Experts**





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New and Ongoing Efforts:

- Prepared list for application developer of enhancements to existing call center application
- Negotiated and authorized vendor to begin implementation of priority enhancements in accordance with budget

The screenshot shows the CVWMA Call Center Application interface. At the top, there is a logo for CVWMA and the title "Call Center Application". Below this is a navigation bar with links for "CSR", "Address Search", "Add Address", and "General Request". On the right side of the navigation bar are links for "Administration", "My Account", and "Log Out". The main content area is titled "Address Search" and contains a "Jurisdiction:" dropdown menu with "Please Choose" selected. To the right of the dropdown is a text input field labeled "* Street Address:". Below these fields are three buttons: "Search", "Advanced", and "Clear Form".



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New and Ongoing Efforts:

- Researched phone system survey (end of call survey) – determined too costly. Working on other options.
- Will gain input on the survey from CAEC at meeting on 2/8

To Do Next 3-6 Months:

- Research other options for creating and disseminating survey.
- Draft Survey – both for phone and for email/website. Gain input from CAEC work group and TAC on the survey.



Goal 3: Educational Resources

~maximize our influence by equipping members and customers with information and tools needed to impact a positive environment.

OBJECTIVES:

3.1 Maximize the use of technology while balancing the need for face-to-face communication.

3.2 Provide educational tools and resources that meet the needs of a diverse audience.

3.3 Identify and use subject matter experts to further CVWMA goals.

3.4 Have a significant impact with limited resources.

- **3A. Increase capacity to increase grass roots educational efforts**
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New and Ongoing Efforts:

- Developed work group of and with CAEC members to discuss barriers to recycling and how to overcome them – 2/8/17

To Do Next :

- Research mix of native languages in region
- Collaborate with Virginia Government Communicators on best practices to overcome language barrier
- Research costs to translate website into multiple languages
- Workshop for low income homeowners – Henrico (March 2017)



Goal 3: Educational Resources

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New and Ongoing Efforts:

- Disaster and Debris Management/Monitoring – collaborating with VDEM to review RFP to ensure compliance with state/federal requirements
- DEQ/EPA – guidance on various topics such as HHW, sharps, etc.
- Dec 1st TAC Meeting – TFC discussed glass recycling

To Do Next 3-6 Months:

- Invite various subject matter experts to TAC and other committee meetings
- Organize and plan 2017 Debris Management Workshop with VDEM, DEQ and other industry experts



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New and Ongoing Efforts:

- New Commodities Campaign
 - Developed and in the processing of scheduling utility bill stuffer



- Researching possible flag signage at drop off locations.

To Do Next 3-6 Months:

- Work w/ RP to design art for flag signage and print
- KAB/SWANA/Carton Council/RP – utilize education tools and resources
- Attend National Conferences (year) – Resource Recycling, Southeast Recycling Devel Council and/or Wastecon



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New and Ongoing Efforts:

- Scheduled meeting for February 8
- Work group also scheduled for Feb 8
- To discuss communication and involvement going forward

To Do Next 3-6 Months:

- Communicate to provide update on education/outreach activities



Goal 4: Financial stewardship through a well-run organization

~deliver exceptional service with an engaged workforce that effectively manages regional assets.

OBJECTIVES:

- 4.1 Add value to members
- 4.2 Deliver high quality services in a low bid contracting environment.
- 4.3 Demonstrate sound financial practices.
- 4.4 Ensure compliance in an environment with growing complexities.
- 4.5 Increase participation in a competitive environment.
- 4.6 Attract and retain an exceptional workforce.

- 4A. Develop business case that shows the long term value of carts
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New and Ongoing Efforts:

- Review of ByLaws and Articles of Inc. – committee met 11/29. Not making any quick decisions. Will work on gaining input from localities
- Preliminary review of Personnel, Policies and Benefits Manual

To Do Next 3-6 Months:

- Review Personnel Policies, Benefits and Procedures Manual – establish committee



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New and Ongoing Efforts:

- Reached out to various localities regarding vacancies on the Board

To Do Next 3-6 Months:

- Find a Board member to fill the Secretary roll on the EC
- Continue contact with our localities and assist in filling Board member/alternate vacancies
- Invite solid waste professionals to participate on TAC

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