



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 – October 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.

TAC COMMITTEE

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

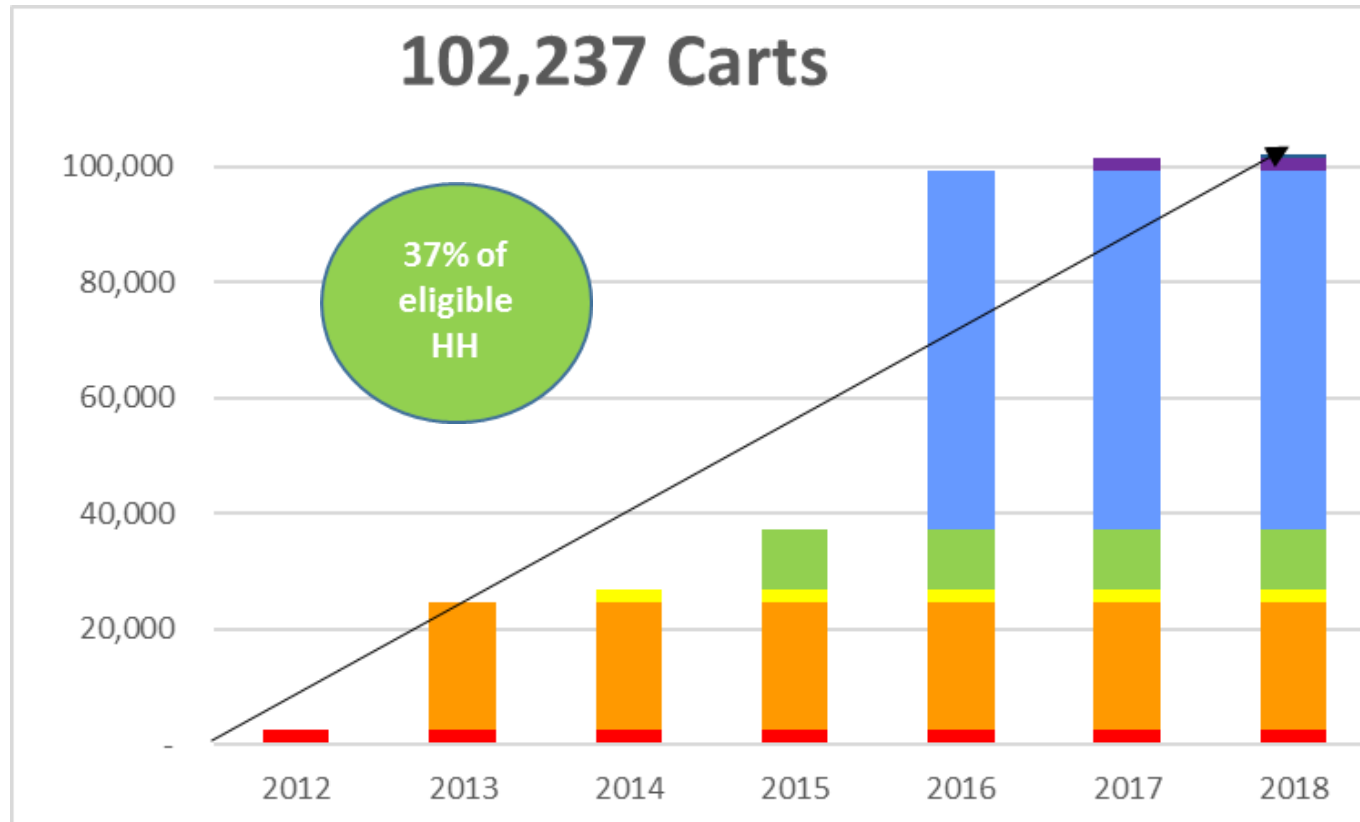
INITIATIVES

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Goal 1: Protection of Environmental Resources

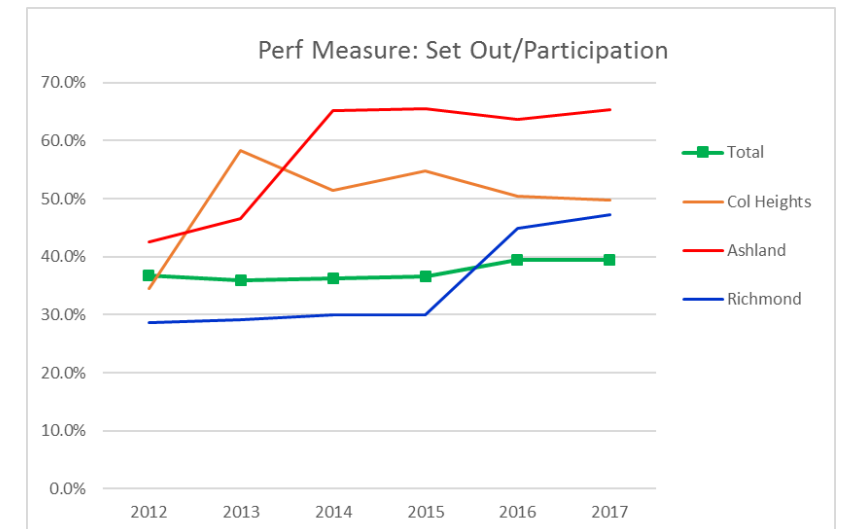
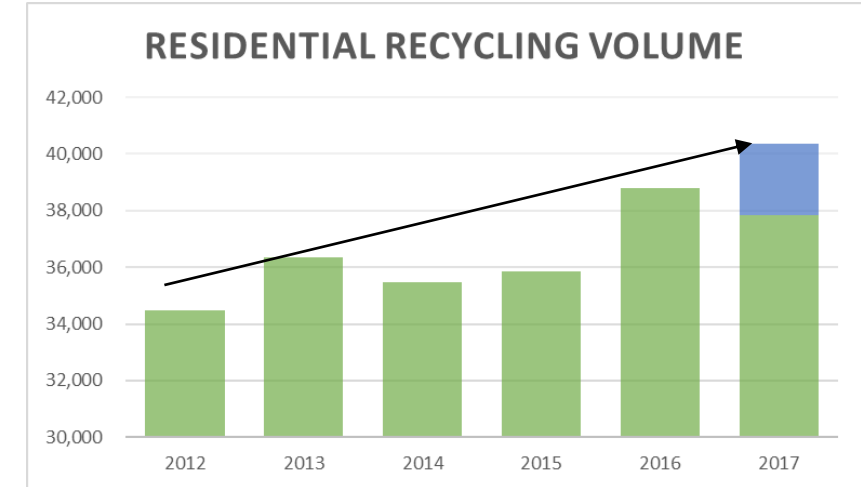
1B. Switch from recycling bins to carts



MEETS OBJECTIVES:

- 1.1 Convenient/Accessible Services
- 1.3 Change/Influence Behavior

Dialogue with Henrico County to switch all residents to Carts





Goal 1: Protection of Environmental Resources


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

MEETS OBJECTIVES:

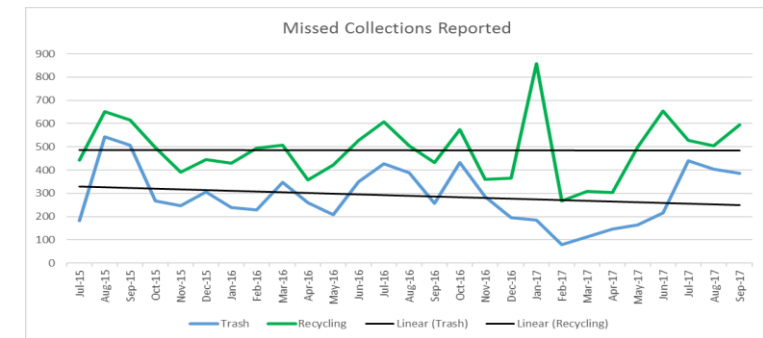
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PERFORMANCE MEASURES:

Contract Compliance, management data

 Central Virginia Waste Management Authority FACILITY AUDIT FORM	
A. GENERAL FACILITY INFORMATION	
Facility Name	Facility Contact (name & title)
Facility Location	Contact email address
Facility Phone	Facility EPA ID Number
Facility Fax No.	Facility State ID Number
Name(s) of Current Facility Owner(s)	
Is property <input type="checkbox"/> owned <input type="checkbox"/> leased by facility?	
Size of property site	
If leased, who is property owner and provide their address.	
List zoning use of adjoining properties.	

Worked with localities to develop a facility audit form to be used for all vendors to monitor where and how material is being handled and processed for recycling or proper disposal.



Continue to monitor current vendors to reduce complaints and negative environmental impact



*Visit to Yuck
Old Paint
Facility in
Alexandria VA
– November 6*



Goal 1: Protection of Environmental Resources

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

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PERFORMANCE MEASURES:

Contract Compliance, management data

eWaste

- Newly negotiated additional terms with new eWaste vendors in new Contracts.
 - Requires all parties, including handler as well as downstream vendors to be R2 or eStewards certified
 - Automatic default and termination for not demonstrating recycling (downstream vendors) after 20,000 pounds of CRTs have been collected
 - 1 year term to prevent any accumulation

Yard Waste

- New procurement – Thousand Canker Disease And other quarantines preventing transporting Yard waste across boundaries





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- ☒ Ashland – 3/17/17
- ☐ Charles City BOS
- ☒ Chesterfield CA– 3/10/17
- ☒ Colonial Heights Council– 3/21/17
- ☒ Goochland – 4/20/17
- ☒ Hanover BOS – 1/11/17
- ☒ Henrico BOS/Mgr – 6/28/16; 5/22/17
- ☒ Hopewell City Council – 7/27/16
- ☐ New Kent
- ☒ **Powhatan – County Admin**
10/4/17
- ☐ Petersburg
- ☐ Prince George
- ☒ Richmond City Council - 7/25/16



Goal 2: Customer Focus

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

TAC COMMITTEE

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**
- **2C. Conduct customer surveys to assess service levels**
- **2D. Provide more flexibility through contracted services in order to meet members' needs**



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New and Ongoing Efforts:

- Workshops and Trainings on – best practices (Va Govt Communicators)
- Curbside Education Advisory Comm Meeting – 6/23/17 – discussed surveying customers & brainstormed more ways to engage customers
- Researching development of an APP and/or text/calling capability
- Researched website based alert/notification system
- *Work with localities on alert/notification systems to push information out*





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New and Ongoing Efforts:

- Deployed priority enhancements to automated customer service application – April 17, 2017
- Continue to tweak

The screenshot displays the 'Call Center Application' interface. At the top, the CWMA logo is on the left, and the title 'Call Center Application' is on the right. Below the logo, there is a navigation bar with links: 'CSR', 'Address Search', 'Add Address', and 'General Request'. On the right side of this bar are links for 'Administration', 'My Account', and 'Log Out'. The main content area is titled 'Address Search'. It features a 'Jurisdiction:' dropdown menu with 'Please Choose' selected, and a '* Street Address:' text input field. At the bottom of the form are three buttons: 'Search', 'Advanced', and 'Clear Form'.



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New and Ongoing Efforts:

- Developed Survey for customers; reviewed by CEAC 6/23/17.
- Implemented 9/15/17
- Runs through 11/15/17
- Emailed through email reminder, put on website and sent out through social media.
- Localities are sharing via various mediums
- 300+ responses so far





Goal 2: Customer Focus

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Working on:

- Through procurement, be flexible in awarding multiple contracts/contractors to meet demands and needs of members
 - Procured for new eWaste vendors; awarded to 2 contractors
 - Yard Waste Procurement



Goal 3: Educational Resources

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

CEAC COMMITTEE

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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- **3E. More consistent curbside education advisory committee meetings and involvement**



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New and Ongoing Efforts:

- Hired Kate Carney, new Recycling Education and Outreach Specialist
- Schools, community and civic education and outreach
- Partner with locality staff to combine efforts



To Do:

- Evaluate the number of events CVWMA is involved in and asked to be involved in, the time commitment, after work hours, and the etc.
- Review new Federal Overtime laws and determine potential financial impact on increasing capacity



Goal 3: Educational Resources

MEETS OBJECTIVES:

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New and Ongoing Efforts:

- DEQ/EPA – guidance on various topics such as eWaste, HHW, sharps, solid waste permitting, and solid waste planning
 - DEQ eWaste Workshop w/ EPA and other State reps – 6/28/17
- June TAC Meeting – Safety Kleen regarding handling of HHW
- Debris Management Workshop with DEQ, and other industry experts 7/13/17
- Recycling Partnership – national industry expertise– continuing relationship
 - National Sword Webinar
- November TAC Mtg – Entsorga Presentation





Goal 3: Educational Resources

3D. Work with national organizations on promotional, education and outreach best practices

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Carton Council Grant – to promote carton recycling

Also:

- Attended ISWA World Congress/SWANA in Baltimore 9/25-9/27
- Resource Recycling in Minneapolis – 8/28-8/30
- Richmond Family Magazine – Sept Feature Article

Flag designed by
Recycling Partnership
For Drop Off Sites





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New and Ongoing Efforts: *Routine Meetings Established:*

- February 8, 2017
- June 23, 2017
- October 24, 2017 – Henrico Focus
- February 2018 – Goochland Focus



Goal 4: Financial stewardship through a well-run organization

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

AUDIT COMMITTEE

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.

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New and Ongoing Efforts:

- Colonial Heights, Ashland, Richmond, Hopewell and Petersburg all have carts
- Working on developing plans for Henrico, Chesterfield (followup to meeting with CAO), Hanover and Goochland
 - Discussions with TFC

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