



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 2018

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

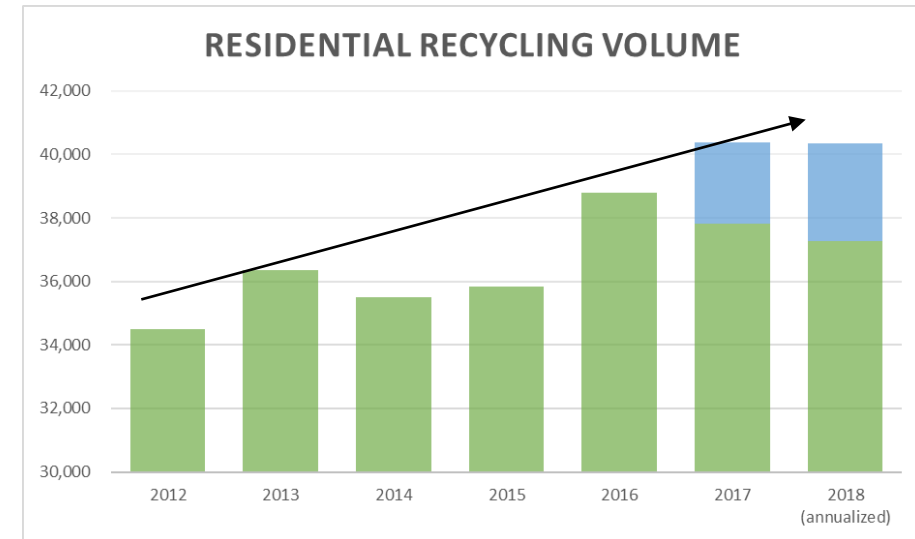
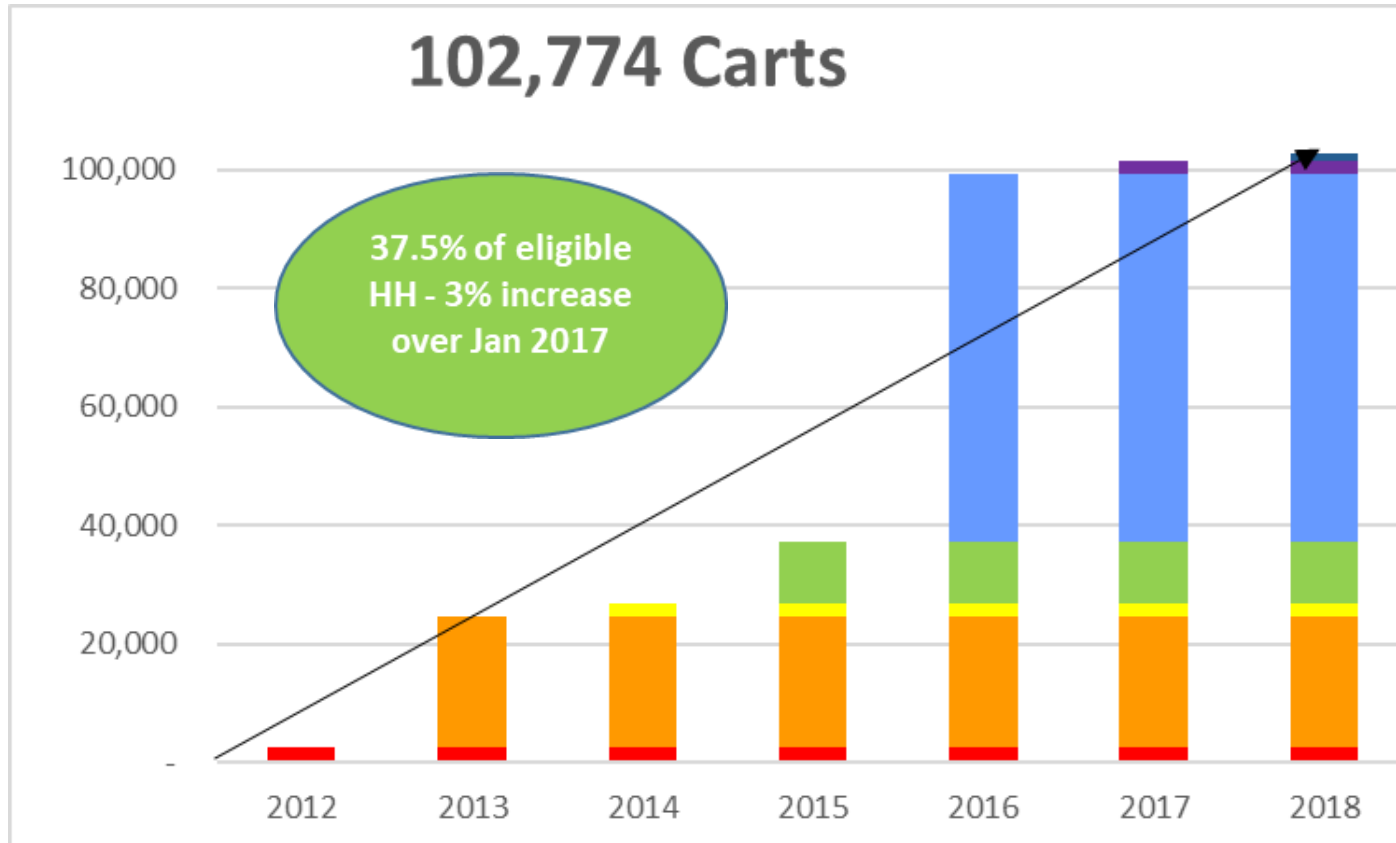
INITIATIVES

- **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

1B. Switch from recycling bins to carts



MEETS OBJECTIVES:

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

Working on proposal from TFC for Henrico County to switch all residents to Carts; Goochland new subdivisions too



Goal 1: Protection of Environmental Resources

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

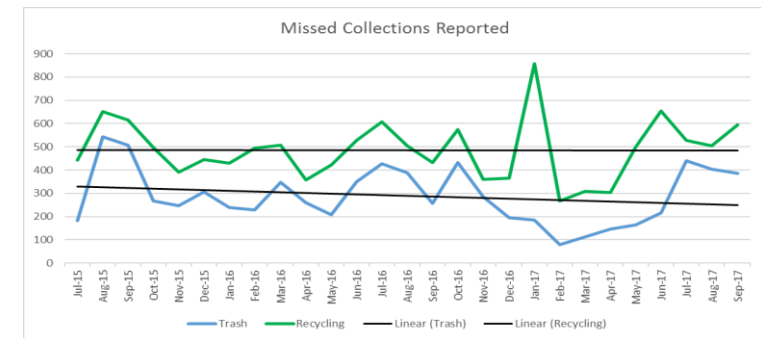
MEETS OBJECTIVES:

- 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

CVWMA 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.	



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

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. Sent out audit forms to some contractors and beginning to receive them back.



Goal 1: Protection of Environmental Resources

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- ☒ Ashland – 3/17/17
- ☒ Charles City BOS – 1/8/18
- ☒ Chesterfield CA– 3/10/17
- ☒ Colonial Heights Council– 3/21/17
- ☒ Goochland – 4/20/17 1/3/18 (BOS)
- ☒ Hanover BOS – 1/11/17 12/13/18
- ☒ 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
Mayor – 11/20/17



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**
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- 2D. Provide more flexibility through contracted services in order to meet members' needs**



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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
- 475 Responses
- Results – shared January 2018





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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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
- Partnered with Jonathan Austin



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



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New and Ongoing Efforts:

- Carton Council – Grant for education of recycling cartons





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 – TBD



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.

- 4A. Develop business case that shows the long term value of carts
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Goal 4: Financial stewardship through a well-run organization

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4.1 Add value to members.

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New and Ongoing Efforts:

- Colonial Heights, Ashland, Richmond, Hopewell and Petersburg all have carts

RICHMOND IS ON A ROLL!

"I LOVE my new recycling cart! Over the last 10 years, the bulk amounts of actual garbage for the landfill and the recyclable materials that I produce over a two-week period have exchanged places... The trash cart size could now be cut in half!" -- City of Richmond Resident

- 3,900 tons more recycling, 57% increase annually!
- Over 70% participation in the recycling program by Richmond residents. Up from an estimated 45%; exceeds regional estimates!
- Cost neutral: \$1/HH/Mo increase offset by additional \$80,000 in recycling revenue and an estimated \$575,000 in refuse collection costs!
- Recycling Rewards! 9,220 residents signed up; 274 businesses offer rewards; Average savings per reward \$8.36 resulting in over \$84,205 total savings and generating over \$200,000 revenue for local businesses!

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