



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 – June 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

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Goal 2: Customer Focus

MEETS OBJECTIVES:

- 2.1 Provide easy access to accurate information.
- 2.2 Provide with timely response, resolution and follow-up

- **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:

- Government Communicators Workshops – best practices
- Researched potential for online chat mechanism and determined it may be too costly,
- Upgrading voicemail system with enhanced messaging features
- Researched development of an APP and/or text/calling capability
- Researched website based alert/notification system
- Email Reminder – over 31,000 subscribers, up 3,132 (11%) from June 2017
- Monthly Electronic Newsletter – 1,340 subscribers
- Social Media





Goal 2: Customer Focus

MEETS OBJECTIVES:

2.2 Provide with timely response, resolution and follow-up

2.4 Provide opportunities to customize services for our member jurisdictions within a regional framework

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- 2B. Enhance the call center systems to accommodate increased information tailored to individual jurisdictions' needs**

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New and Ongoing Efforts:

- Deployed priority enhancements to automated customer service application – April 17, 2017
- Working on enhancement for rejections of recycling/trash by Contractors
- Ongoing enhancements

The screenshot displays the 'Call Center Application' interface. At the top, the logo for 'COWMA' is visible on the left, and the text 'Call Center Application' is on the right. Below the logo, there is a navigation bar with links for '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 shows the 'Address Search' form. It includes 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'.



Goal 2: Customer Focus

MEETS OBJECTIVES:

- 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

- 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

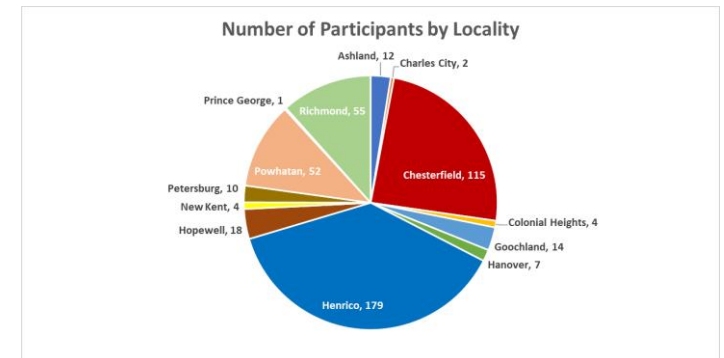
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SURVEY OF JURISDICTION WASTE PRACTICES
FOR THE
CVWMA SOLID WASTE MANAGEMENT PLAN
JULY 2019

here operational issues with solid waste management activity in your local jurisdiction? If so, please describe. What if any, products/waste streams would

New and Ongoing Efforts:

- Conducted Survey for residents – ran 9/15/17 – 11/15/17
- 475 Responses
- Results shared in January
- Posted on CVWMA Website
- SWMP Surveys – sent to all 13



Survey Questions	Responses	CVWMA Response
<p>Don't Recycle -- 20 responses</p> <p>What do you recycle?</p>	<p>11 responses from Powhatan -- majority responded its not convenient -- no curbside pickup.</p> <p>Other responses include too confusing (2); don't want to pay (2); time consuming (1); doesn't do any good (1); not interested (1).</p>	<p>Working with Powhatan representatives on economical solutions for those that want curbside pick-up or more convenient locations for recycling.</p>
<p>Recycle at the Curb (or Alley) -- 379 (84%)</p> <p>What do you recycle?</p>	<p>Most recycle Cardboard, Plastic Bottles (#1 & #2), Mixed Paper, Glass and Aluminum.</p> <p>341 recycle other plastics (#1, #7, #9, #11, #22, #23, #24, #25, #26, #27, #28, #29, #30, #31, #32, #33, #34, #35, #36, #37, #38, #39, #40, #41, #42, #43, #44, #45, #46, #47, #48, #49, #50, #51, #52, #53, #54, #55, #56, #57, #58, #59, #60, #61, #62, #63, #64, #65, #66, #67, #68, #69, #70, #71, #72, #73, #74, #75, #76, #77, #78, #79, #80, #81, #82, #83, #84, #85, #86, #87, #88, #89, #90, #91, #92, #93, #94, #95, #96, #97, #98, #99, #100).</p>	<p>CVWMA Response: Other Plastics and Cartons were added to the programs 7/1/16 -- continue to educate residents to recycle these.</p> <p>http://cvwma.com/programs/curbside-recycling/what-to-recycle/</p>



Goal 2: Customer Focus

MEETS OBJECTIVES:

- 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

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Working on:

- Through procurement, be flexible in awarding multiple contracts/contractors to meet demands and needs of members
 - Yard Waste Contracts
 - eWaste Contracts
 - More flexibility – 1 vendor for pickups and 1 for events
- Several Procurements/Renewals Coming Up
 - HHW
 - Drop Off Recycling
 - MSW – Ashland, Hopewell, Pburg



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**

•**3B. Work with locality liaisons to identify barriers including language barriers**

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

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



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New and Ongoing Efforts:

- Attended Hispanic Chamber of Commerce Business Conference
- Developed work group of and with CEAC members; discussed barriers – 2/8/17
- Collaborate with Virginia Government Communicators on best practices to overcome language barrier
- Workshop for low income homeowners – Henrico
- Translated the drop off decals into Spanish to be printed as 16x25 posters to be used public buildings, schools, community centers, etc.
- Close Captioning (Eng & Spanish) – Journey Thru the MRF Video





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New and Ongoing Efforts:

- Disaster and Debris Management/Monitoring Workshop Summer 2017 & 2018 – Vendors, VDEM and DEQ
- DEQ/EPA – guidance on various topics such as HHW, sharps, etc.
- TAC Meeting Speakers on HHW, Composting, etc.
- Recycling Partnership – national industry expertise; assisted with promotion and education of new commodities – continuing relationship on contamination
- Webinars – EPA, SWANA, Recycling Partnership, etc.
- DEQ eWaste Workshop w/ VDEQ, EPA, other state reps



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New and Ongoing Efforts:



- Carton Council – grant for education
- Emphasis on commodities
- SWANA/VRA Conferences
- Best practices on contamination



PLEASE LEAVE THESE ITEMS OUT!



Do Not Bag Recyclables and no garbage



No Plastic Bags (return to retail)



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New and Ongoing Efforts:

- Meet about quarterly – focus on member jurisdictions
- June 28, 10am – Includes PR professionals to develop regional education plan to address contamination issues

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