



# 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 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



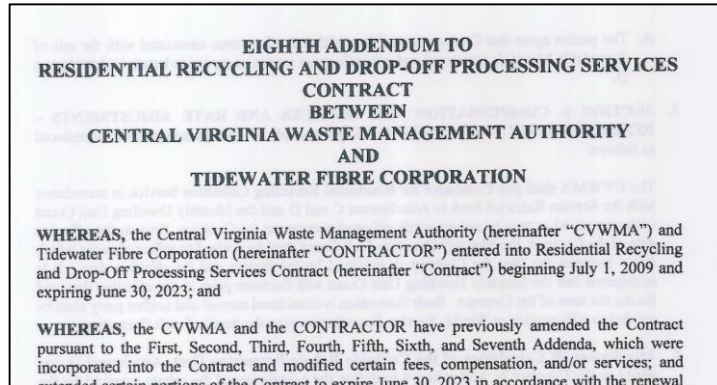
## Goal 4: Financial Stewardship Through a Well-run Organization

- 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

# Contract/Service Agreements

## Amendment – Residential Recycling & Drop Off Processing Contract w/ TFC

- Recycling Industry Disruption
- Petition for Relief; worked with TAC and Locality Representatives
- Informed and kept City/County/Town Leaders apprised
- Negotiated and executed amendment w/ TFC – all participating localities on Board
- Other Contractors Petitions - *Pending*



## Procurements/Renewals

- Issued RFP 18 – 03: HHW (Category 1 and Used Oil Recycling); awarded 9/21/18
- Issued RFP 19-01: Roll Off Hauling & FEL Recycling *Award Pending*
- Issued RFP 19-02: Ashland MSW & FEL MSW *Award Pending*
- Renewal – Hopewell Trash and Recycling
- Renewal – Petersburg Trash and Recycling
- Ewaste – Renewal option *Working with Vendors*
- Waste Tires – *Drafting RFP*

## STRATEGIC PLAN GOALS, OBJECTIVES & INITIATIVES MET:

### Goal #1: Protection of Environmental Resources

**Objective 1.1:** Provide services that are convenient and accessible.

**Objective 1.2:** Keep stakeholders informed about the environmental impact of the industry trends and changes

**Objective 1.4:** Establish clear and concise expectations with contractors

### Goal #2: Customer Focus

**Objective 2.3:** Be proactive in operational planning

**Objective 2.4:** Provide opportunities to customize services for our member jurisdictions with a regional framework

**Objective 2.5:** Provide services and programs that create value now and for the future

### Goal #4: Financial Stewardship Through a Well-Run Org

**Objective 4.1:** Add value to members

# Contract Monitoring/Oversight

Administration

Admin Recycle Trash General Contractors Users

Admin Trash Work Order List

Trash Work Orders

Show Only: All Jurisdiction: All Filter Advance

Showing 1-50 of 13649 records

NOTE: Red "Call Logged" dates indicate that the call was logged previous to today's date.

Penalty	Call Logged	Logged By	Work Order Type	Jurisdiction	Contractor	Address	Code	Route No.	Day	Preview	History	Resolved	Delete
	10/16/2018 10:15 AM	Burley, Angela	Missed Pickup	Ashland	CW	108 Lee Ave			Weekly - Monday		2	No	
	10/16/2018 10:09 AM	Burley, Angela	Bulk Pickup	Colonial Heights	CFS	2542 White Oak Ct			Weekly - Wednesday		8	No	
	10/16/2018 10:08 AM	Breaker, Stephanie	Referrals	Chesterfield		2743 Providence Creek Rd	P: Porch		Weekly - Thursday		21	No	
	10/16/2018 10:05 AM	Burley, Angela	Missed Pickup	Hopewell	CFS	2006 Lynchburg St	P: Porch	4	Weekly - Monday		33	No	
	10/16/2018 09:57 AM	Garner, Mytesha	General Request	Hopewell	CFS	316 Woodbine St		6	Weekly - Monday		1	No	
	10/16/2018 09:55 AM	Burley, Angela	Missed Pickup	Hopewell	CFS	2503 Petersburg St		4	Weekly - Monday		4	No	
	10/16/2018 09:53 AM	Burley, Angela	Contractor Action Request	Hopewell	CFS	3906 Devenwood Ave		6	Weekly - Monday		9	No	

Service Monitoring/Follow Up; Penalties - ~\$2,000 FYTD

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**Objective 4.2:** Deliver high quality services in a low bid contracting environment

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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.: \_\_\_\_\_

Name(s) of Current Facility Owner(s): \_\_\_\_\_ Facility State ID Number: \_\_\_\_\_

Is property  owned  leased by facility? Size of property site: \_\_\_\_\_

If leased, who is property owner and provide their address: \_\_\_\_\_ List zoning use of adjoining properties: \_\_\_\_\_

PROGRAM STATISTICS - June 2018

	June-18	2018 FYTD	June-17	2017 FYTD
<b>Residential Recycling</b>				
Amount Collected (tons)	3,169.2	37,152.4	3,287.7	37,914.0
Total Cost net Rebate (\$)	\$ 618,795	\$ 6,890,629	\$ 554,235	\$ 6,685,894
Set Out Rate (%)	40.7%	40.1%	38.6%	39.3%
Rebate (\$)	\$ -	\$ 534,521	\$ 62,066	\$ 708,467
<b>Misses</b>				
Recycling Missed Collections (TFC)	355	6,178	512	4,662
Recycling Missed Collections (CW)	48	572	50	379
Recycling Missed Collections (CFS)	66	659	92	712
Trash Missed Collections (CW)	51	503	28	371
Trash Missed Collections (CFS)	191	2,314	188	2,510
<b>Drop-Off</b>				
Co-Mix (tons)	209.1	2,216.9	195.4	2,121.3
Mixed Paper (tons)	302.1	3,499.2	302.5	3,905.3
OCC (tons)	76.7	821.1	87.1	794.1
Single Stream (tons)	27.3	344.7	29.0	332.7
Total (tons)	615.2	6,882.0	614.0	7,153.3
Cost (\$/ton)	\$ 100.5		\$ 59.9	
<b>Safe Garage</b>				
Oil (gal)	13,920	153,440	20,025	165,649
Antifreeze (gal)	205	6,240	875	7,565

Facility Audit Forms; Perf Bonds and COI

Monthly/Annual Program Stats

# Contamination of Recyclables Focus - Contractors

Local Impacts to changing Global Recycling Markets, We must clean up our act! Recycle right!

Posted on Jul 26, 2018



## Richmond Times-Dispatch

VIRGINIA'S NEWS LEADER

Search the CVWMA

and recyclables get 'oops'

is that mix prohibited items with their in that says why it wasn't collected.

Stay Connected!

at local recycling companies are being pressured to crack down on households that mix prohibited items such as pizza boxes into their recycling bins. China has been the biggest importer of U.S. recyclable mixed paper, cardboard and plastics. It's now rejecting shipments that have too much trash mixed in.

The executive director of the Central Virginia Waste Management Authority, Kimberly A. Hynes, says the new restrictions are having a worldwide impact and driving down demand for some recyclables. Hynes says the "oops" sticker is meant to raise awareness about the



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**Objective 4.1:** Add value to members

July 26, 2018

Contact: Nancy Drumheller, Public Affairs Manager, 804-612-0557 or ndrumheller@cvwma.com

## Local Impacts to changing Global Recycling Markets

*We must clean up our act! Recycle right!*

Richmond, VA- Recycling needs OUR help! The recycling containers are for recyclable items ONLY. Placing items, such as plastic bags or food contaminated containers, that are not accepted in your curbside recycling cart/bin or the drop-off recycling containers cause contamination issues and add additional processing and disposal costs.

Please place LOOSE acceptable items ONLY in the recycling container. Do NOT bag your recycling in plastic bags. Anything in a plastic bag will not be recycled! CVWMA's recycling vendors will no longer pick up unwanted items like plastic bags and other non-recyclables, including food contaminated containers. To avoid this, visit [cvwma.com](http://cvwma.com) and make sure you Recycle Right!

Why is this now more important than ever? Nearly all of the paper and cardboard collected in central Virginia for recycling was marketed to paper mills in China. Yes, "was" is the operative word. China "was" the largest importer of recyclable material in the world until recently when they have stopped allowing certain commodities such as mixed paper into the country because of poor quality. In other words, when non-recyclable items, like plastic bags, get mixed in bales of paper or cardboard, it contaminates the paper, and the Chinese are tired of buying poor quality feedstock for their mills.

Richmond Family Magazine,  
Chester Village News; Goochland  
Gazette; Henrico Citizen

# Contamination of Recyclables Focus



**OOPS!**  
Please leave these Items out of your recycling!



CORRECT THIS AND WE WILL COLLECT NEXT TIME.



Questions about your residential recycling service?  
**(804) 340-0900**



<b>Blue Week:</b>
10/1 – 146B (Richmond – Northside)
10/2 – 218B (Richmond – Southside – Riversid
10/3 – 341B (Richmond – Northside – off Broo
10/4 – 404B (Richmond – East end – Churchhil
10/5 – 507B (Chesterfield – off Hugeunot & Ro
<b>Blue Week:</b>
10/8 – 116R (Richmond – west end - fan)
10/9 - 216R (Henrico – west end Dumbarton a
10/10 – 322R (Richmond – Fan Cary/Main Sts, )
10/11 -420R (Henrico – west end – Sleepy Holl
10/12 – 507R (Henrico – off Hungary & Francis

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- Objective 3.3:** Identify and use subject matter experts to further CVWMA goals
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### Goal #4: Financial Stewardship Through a Well-Run Org

- Objective 4.1:** Add value to members

Petersburg Sheriff – gave out 300 to residents

# Contamination of Recyclables Focus



**OOPS!** Please leave these items out of your recycling!

**Avoid sticker shock. Recycle Right.**

**CVWMA**

**VISIT CVWMA.COM**  
or call 340-0900 to make sure you "Recycle Right!"



Colonial Heights Virginia

Our Government Our Community Doing Business Things to

Search Colonial

Home > News Flash

Community Spotlight

Posted on: September 26, 2018

Recycling Needs Your Help!

**Recycling Needs Your Help!**

Did you know that nearly all of the paper and cardboard collected in Colonial Heights and central Virginia for recycling was marketed to paper mills in China? Yes, "was" is the operative word. China "was" the largest importer of recyclable material in the world until recently when they have stopped allowing certain commodities such as mixed paper into the country because of poor quality. In other words, when non-recyclable items, like plastic bags, get mixed in bales of paper or cardboard, it contaminates the paper, and the Chinese are tired of buying poor quality feedstock for their mills.

**OOPS!**

- Customer Service – one on one conversations

- Newsletters – CVWMA, Localities, HOAs

- Social Media

- Ads – local papers

- Website – CVWMA and localities

- Boards/Council Meetings

- Various meetings with City / County / Town Leaders

Your 2019 CVWMA Recycling Collection Schedule

**RECYCLE RIGHT**

EMPTY AND RINSE CONTAINERS • NO TRASH OR YARD WASTE • NO PLASTIC BAGS

**ALUMINUM & STEEL CANS**

**GLASS BOTTLES & JARS**

**ALL PAPER & CARDBOARD**  
PLEASE FLATTEN ALL BOXES

**CARTONS**

**PLASTIC BOTTLES, JUGS, TUBS**

## City Manager's Weekly Update

August 24,

### CITY NEWS HIGHLIGHTS



#### Recycling Needs Your Help!

Did you know that nearly all of the paper and cardboard collected in Hopewell and central Virginia for recycling was marketed to paper mills in China? Yes, "was" is the operative word. China "was" the largest importer of recyclable material in the world until recently when they have stopped allowing certain commodities such as mixed paper into the country because of poor quality. In other words, when non-recyclable items, like plastic bags,

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- Various meetings with City / County / Town Leaders

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### Goal #4: Financial Stewardship Through a Well-Run Org

**Objective 4.1:** Add value to members

**Objective 4.4:** Ensure compliance in an environment with growing complexities



# Solid Waste Management Plan

- 5 year Update for 2019-2039 Years – Due August 2019
- Several Meetings/Discussions with TAC
- Sent Surveys to Members – waiting on feedback
- Population Estimates and Trends – working with 2 PDCs
- Landfill Plans – requested information from landfills in and outside the region
- Beginning to Draft sections of the Plan

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# Disaster Preparedness

- June 7 – regional workshop; 60+ attendees; collaborative w/ localities, VDEQ, VDEM and Contractors
- July TAC meeting – Representative of VDEM
- Contact with contractors in anticipation of Florence
- Provide contracts, contact info etc to localities
- Assist in overall preparedness in event of disaster



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# Education and Outreach

- > **100 requests** (presentations, programs in schools and various groups, educational materials, grassroots events, media)
- Estimate **impacting over 2,500 people** and **distributing over 7,000 educational materials**
- Education focus: summer camps, reduce, reuse, recycle and contamination
- Reached all **13** localities in some way
- >**32,000** subscribers to email reminder (updated with Oops tag info)
- **20,000** visitors to our website each month; continually updating content
- Journey Through the MRF – closed captioning & Spanish
- Lots of Social Media Activity
- Holiday Messaging (4<sup>th</sup> of July; Labor Day; Columbus Day)
- Regional Waste Line Newsletter ~**1,100** emails including elected officials, administrators and partners
- Design 2019 Calendar
- Curbside Education Advisory Committee – **June 28**

## STRATEGIC PLAN GOALS, OBJECTIVES & INITIATIVES

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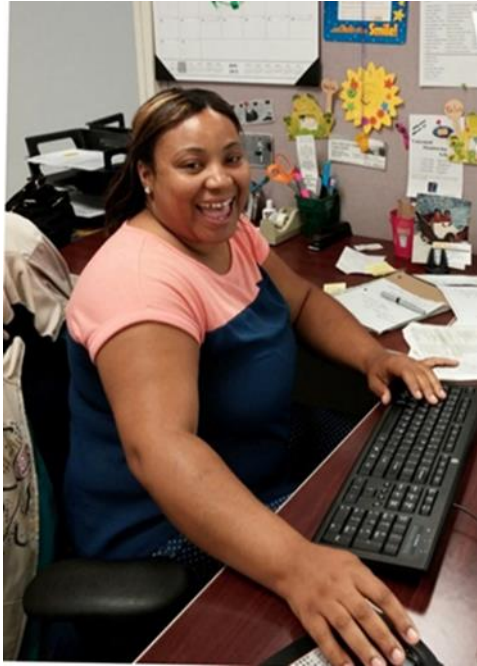
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**Objective 4.1:** Add value to members

# Customer Service



- Processing ~6,000 calls per month, 1,000 emails mailings, database and cart management and credit card transactions
- Updating Phone messaging (queue, automated attendant, etc.)
- Researched and considering upgrade to phone system to better serve customers
- Updated Real-Time Application to enhance rejection input and enhance response to customer

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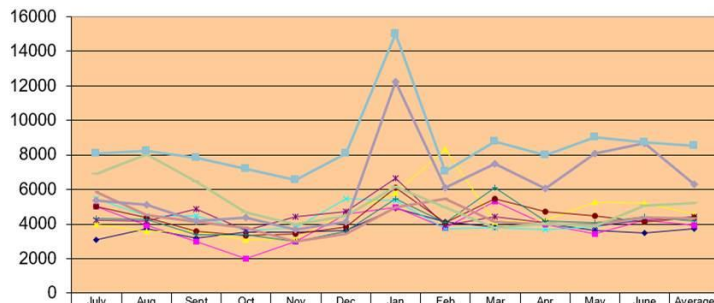
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Contact Center Inbound Calls



	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Average
FY 2007-2008	3111	3711	3190	3539	3551	3628	4930	4106	3843	4032	3638	3502	3732
FY 2008-2009	5014	3931	3011	1987	2995	4552	4952	3800	5316	4003	3418	4213	3933
FY 2009-2010	3961	3583	3569	3089	3131	4606	5799	8318	4124	4246	5254	5210	4574
FY 2010-2011	5443	4463	4466	3612	3785	5466	5356	3743	3780	3664	3850	4330	4330
FY 2011-2012	4238	4161	4885	3621	4410	4714	6669	3941	4409	4073	3905	4232	4438
FY 2012-2013	5006	4364	3599	3356	3415	3854	5119	4055	5450	4720	4493	4139	4361
FY 2013-2014	4328	4257	3406	3371	2992	3584	5443	4101	6108	4190	4077	4429	4191
FY 2014-2015	5860	4516	4110	3768	3009	3451	4984	5488	4126	3984	3998	4366	4305
FY 2015-2016	6882	8058	6472	4677	3983	4488	6153	4969	3777	4007	3876	5053	5200
FY 2016-2017	5373	5135	4186	4360	3693	4147	12250	6094	7509	6033	8065	8670	6293
FY 2017-2018	8063	8225	7835	7161	6566	8063	15005	7043	8765	7986	9006	8712	8538

\*Call Type:

- Bin/Cart Request
- Bin/Cart Removal
- Missed Pickup
- Service Alert
- CSR Notes
- CWMMA Action
- Contractor Action Request
- Contractor Notes
- Information Request
- Rejection
- General Request

\*Reason:

Please Choose

- Late Set Out
- Bin/Cart Too Far From Curb
- Commercial Cart
- No Bin Out
- Unacceptable Items - Bulk Items
- Unacceptable Items - Christmas Items
- Unapproved Alternate Container
- Unacceptable Items - Construction Debris
- Unacceptable Items - Coolware
- Unacceptable Items - Electronics
- Unacceptable Items - Furniture
- Unacceptable Items - Hazardous Materials
- Unacceptable Items - Pet Waste
- Unacceptable Items - Food Contaminated Items
- Unacceptable Items - Plastic Bags
- Unacceptable Items - Scrap Metal
- Unacceptable Items - Scrap Tubs/Food Trays
- Unacceptable Items - Textiles
- Unacceptable Items - Tangles: hoses, cords
- Unacceptable Items - Syrofoam
- Wax coated Milk or Juice Cartons
- Unacceptable Items - Yard Waste
- Unacceptable Items - Tires
- Unacceptable Items - Trash
- Other

\*hear about us?  Other:

or offer selections to the caller.

# Admin and Other

## COMPREHENSIVE ANNUAL FINANCIAL REPORT

Fiscal Year Ended June 30, 2018

### Standard Operating Procedures

- Drafted and Provided to Staff office operating procedures

### Pay and Classification and Benefits Study & Personnel

- Consultant
- Revised Job Descriptions
- Survey to Localities, Authorities, PDCs, Private
- Annual Evaluations - July

### 2020 Operating Budget

- Began Drafting
- Providing estimates to localities to help with their budgets

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**Objective 4.3:** Demonstrate sound financial practices

**Objective 4.4:** Ensure compliance in an environment with growing complexities

**Objective 4.5:** Increase participating a competitive environment

**Objective 4.6:** Attract and retain an exceptional workforce

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