



# **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 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

# Strategic Plan Dashboard – June 2019

**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

- 1A. Add more recyclable commodities

NOW YOU CAN RECYCLE MORE PLASTICS  
**TUBS • CUPS • CONTAINERS**



AND  
**FOOD AND  
BEVERAGE  
CARTONS**



## MEETS OBJECTIVES:

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

## PERFORMANCE MEASURES:

- Recycling Volume
- Recycling Rate





# Goal 1: Protection of Environmental Resources

- 1A. Add more recyclable commodities



Yuck...I'm old paint! I need to go.



## Paint Recycling

### MEETS OBJECTIVES:

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

### PERFORMANCE MEASURES:

- Recycling Volume
- Recycling Rate



Oyster Shell Recycling – Richmond/Henrico

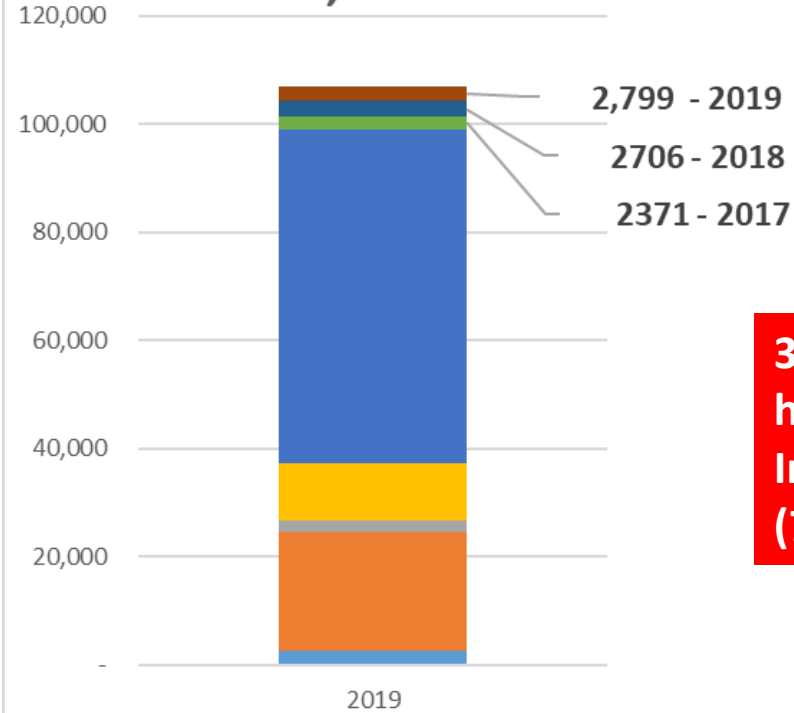




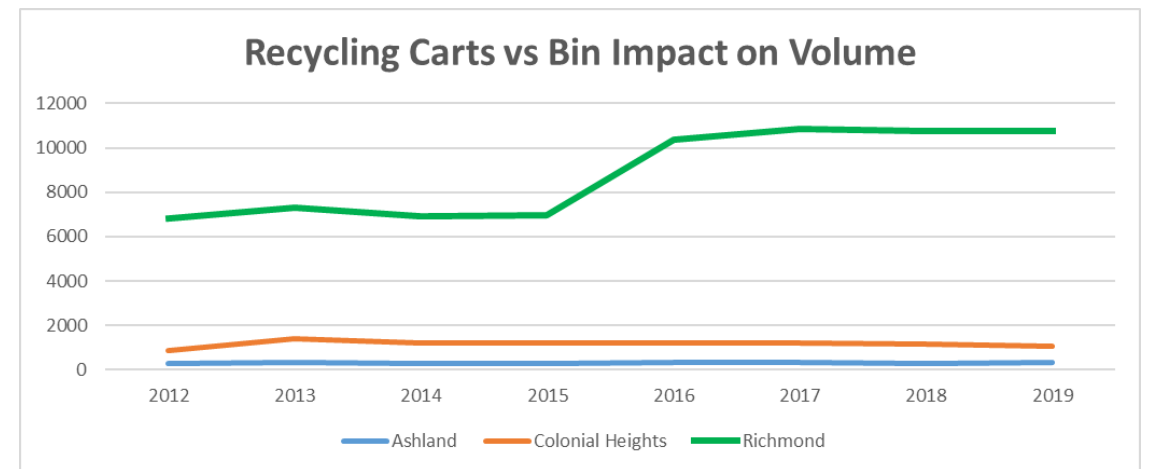
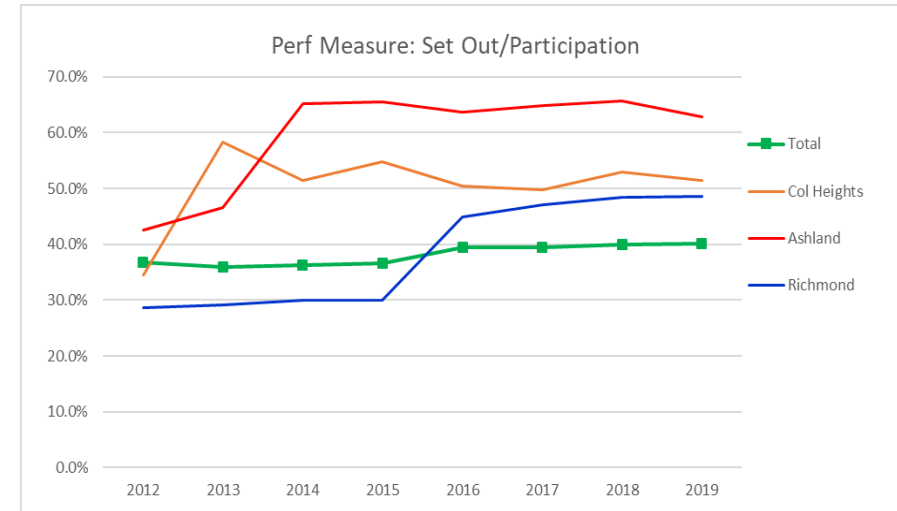
# Goal 1: Protection of Environmental Resources

## 1B. Switch from recycling bins to carts

107,046 Carts



**39% of eligible HH have carts; Increase of 8% (7,900) since 2016**



### MEETS OBJECTIVES:

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

### PERFORMANCE MEASURES:

- Recycling Volume
- Recycling Rate



# Goal 1: Protection of Environmental Resources

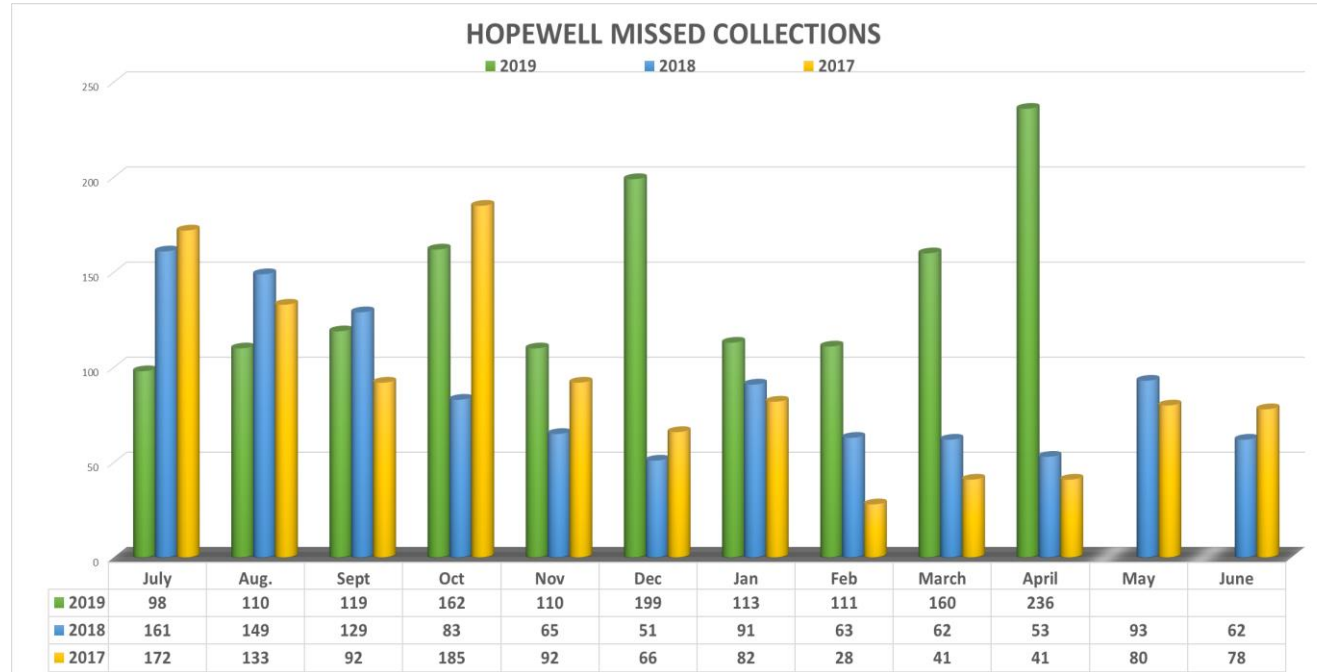
## 1C. Better manage contracts and contractors for performance and adherence to environmental standards

### MEETS OBJECTIVES:

- 1.2 Keep stakeholders informed about the environmental impact of the industry trends and changes
- 1.4 Establish clear and concise expectations with contractors

### PERFORMANCE MEASURES:

Contract Compliance, management data



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

Implemented Audit of vendors to monitor where and how material is being handled and processed for recycling or proper disposal. Sent out to several vendors, work on following up.

**CVA WMA** 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  owned  leased by facility? Size of property site: \_\_\_\_\_

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





# Goal 1: Protection of Environmental Resources

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

Enhanced Language in New Contracts – stiffer requirements for negative environmental impacts

### MEETS OBJECTIVES:

- 1.2 Keep stakeholders informed about the environmental impact of the industry trends and changes
- 1.4 Establish clear and concise expectations with contractors

### 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; Effective 1/1/18

Developed Templates for Contracts and Service Agreements – standardization of K/SA - approved by legal





# Goal 1: Protection of Environmental Resources

## MEETS OBJECTIVES:

- 1.2 Keep stakeholders informed about the environmental impact of the industry trends and changes
- 1.4 Establish clear and concise expectations with contractors

- 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

## New and Ongoing Efforts:

- Monitor Legislation GA
- Report to Board thru March
- Provided Comments on Solid Waste Planning Regulations Update
- Provided Comments and Response to DEQ – Recycling Survey
- Continue to work with agencies like DEQ, VDEM, FEMA, VDAG, etc.
- Annual Disaster Recovery Training – Jun 6
  - 11 of 13 localities
  - DEQ
  - VDEM
  - Disaster Recovery/Monitoring Contractors
- Monitoring Recycling Markets and keeping stakeholders informed



# Goal 1: Protection of Environmental Resources

## MEETS OBJECTIVES:

- 1.2 Keep stakeholders informed about the environmental impact of the industry trends and changes
- 1.3 Change/Influence Behavior

- 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

- Ashland – Council and Town Manager
- Charles City BOS and CA
- Chesterfield CA
- Colonial Heights Council & City Mgr
- Goochland – BOS and CA– 1/3/18
- Hanover BOS and CA
- Henrico BOS and Mgr
- Hopewell City Council and City Mgr
- New Kent – BOS and CA
- Powhatan – BOS and CA
- Petersburg
- Prince George
- Richmond City Council and Mayor



## 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**



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

### New and Ongoing Efforts:

- Government Communicators Workshops – best practices
- Upgraded phone system to route calls based on questions/concerns and includes updated messaging features.
- In Process of upgrading phone and website to include a web-chat option for communication
- Researched development of an APP and/or text/calling capability
- Researched website based alert/notification system
- Email Reminder – over 35,000 subscribers, up another 3,000 (10%) from June 2018
- 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

- 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

### New and Ongoing Efforts:

- Deployed priority enhancements to automated customer service application – April 2017
- Enhanced system for rejections aof recycling/trash by Contractors – effort to reduce contamination and further educate on recycling correctly
- Ongoing enhancements

The screenshot displays the 'Call Center Application' interface for COWMA. At the top, the COWMA logo is on the left and 'Call Center Application' is on the right. Below the logo 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 includes a 'Jurisdiction:' dropdown menu with 'Please Choose' selected, a '\* Street Address:' text input field, and 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

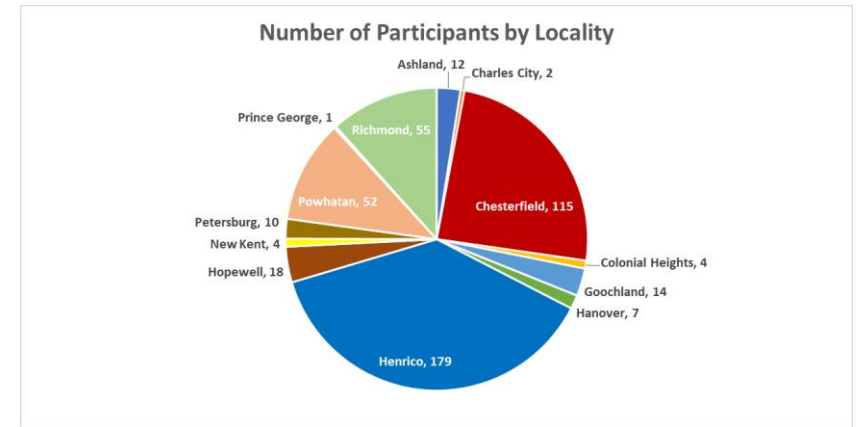
- 2D. Provide more flexibility through contracted services in order to meet members' needs

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
Don't Recycle -- 20 responses	11 responses from Powhatan -- majority responded its not convenient -- no curbside pickup. Other responses include too confusing (2); don't want to pay (2); time consuming (1); doesn't do any good (1); not interested (1)	Working with Powhatan representatives on economical solutions for those that want curbside pickup or more convenient locations for recycling.
Recycle at the Curb (or Alley) -- 379 (84%)	Most recycle Cardboard, Plastic Bottles (#1 & #2), Mixed Paper, Glass and Aluminum	CVWMA Response: Other Plastics and Cartons were added to the programs 7/1/16 -- continue to educate residents to recycle these
What do you recycle?	341 recycle other plastics (#1, #2) (98%)	<a href="http://cvwma.com/programs/curbside-recycling/what-to-recycle/">http://cvwma.com/programs/curbside-recycling/what-to-recycle/</a>



## 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

- 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

### 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
  - HHW – routine and events
  - Drop Off Recycling Hauling
  - MSW – Ashland, Hopewell, Pburg
  - FEL Recycling and MSW
  - Waste Tires
  - Delivered Paper/Baled OCC
  - Provided curbside recycling option for Hopewell





## 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**
- **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 3: Educational Resources

### MEETS 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.
- 3.4 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
- 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

### New and Ongoing Efforts:

- Used reserve funds to focus on Contamination Reduction Campaign
- Partnering and contracting with Young Scientist Group – already in the schools and work with camps – recognized synergy
- Review staff needs – Recycling Education and Outreach Specialist resigned, a good time to evaluate needs



## Goal 3: Educational Resources

### MEETS OBJECTIVES:

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

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**
- 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

## 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





## Goal 3: Educational Resources

### MEETS OBJECTIVES:

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

- 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

### New and Ongoing Efforts:

- Disaster and Debris Management/Monitoring Workshop Every Summer – 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 – and on developing Oops campaign on contamination
- Webinars – EPA, SWANA, Recycling Partnership, etc.
- DEQ eWaste Workshop w/ VDEQ, EPA, other state reps
- CDD Stakeholder meeting – participating with DEQ and EPA



## Goal 3: Educational Resources

### MEETS 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
- 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

LEARN MORE ABOUT RECYCLING CARTONS WITH CVWMA

DID YOU KNOW CARTONS CAN BE RECYCLED INTO THIS?

CLICK HERE TO REGISTER FOR A CHANCE TO WIN A \$250 GIFT CARD!

CVWMA  
Central Virginia Waste Management Authority

NO PLASTIC BAGS

**DO NOT BAG**  
Recyclables

Return plastic bags to retailers.

**OOPS!**

Please leave these items out of your recycling!



Do not Bag Recyclables (no garbage)



No Plastic Bags or Plastic Wrap



No Food or Liquid (empty all containers)



No Styrofoam™ (carryout or packing materials)



No Tangles, Cords, Hoses or Chains



No Big Items (wood, plastic, furniture or metal)

CORRECT THIS AND WE WILL COLLECT NEXT TIME.

CVWMA.COM  
Central Virginia Waste Management Authority

Questions about your residential recycling service?



# OOPS! Campaign

Educating Town/City/County Leaders

Educating residents on what's acceptable and not acceptable

- Social Media
- Phone Calls
- Public Service Announcements
- Print and on-air media stories
- Email Reminders – 35,000 email addresses
- Bus Signs
- Utility Bill Inserts
- Events, Presentations, every where we go!

Helping Contractors cleanup material collected at the curb and drop off locations – not collecting contaminated carts/bins.



Please leave these Items out of your recycling!



Do not Bag Recyclables (no garbage)



No Plastic Bags or Plastic Wrap



No Food or Liquid (empty all containers)



No Styrofoam™ (carryout or packing materials)



No Tanglers, Cords, Hoses or Chains



No Big Items (wood, plastic, furniture or metal)

CORRECT THIS AND WE WILL COLLECT NEXT TIME.



Central Virginia Waste Management Authority

Questions about your residential recycling service?

**(804) 340-0900**





## Goal 3: Educational Resources

### MEETS 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
- 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**

## Quarterly Meetings



## 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
- 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 4: Financial stewardship through a well-run organization

## MEETS OBJECTIVES:

- 4.1 Add value to members.
- 4.5 Increase participation in competitive environment

•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

## New and Ongoing Efforts:

- Colonial Heights, Ashland, Richmond, Hopewell and Petersburg all have carts
- Continue to work on developing plans for Henrico, Chesterfield Hanover and Goochland

**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!**

**RECYCLING IT'S RIGHT UP YOUR ALLEY!**

**RECYCLING ONLY**  
EMPTY AND RINSE CONTAINERS • NO TRASH OR HARD WASTE • NO PLASTIC BAGS

**Curio.com**



## Goal 4: Financial stewardship through a well-run organization

### MEETS OBJECTIVES:

- 4.4 Ensure compliance in an environment with growing complexities
- 4.6 Attract and retain an exceptional workforce

- 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

### New and Ongoing Efforts:

- Staff Conducted Preliminary review of Personnel, Policies and Benefits Manual – obtained samples from similar organizations.
- To craft and make recommendations to Executive Committee in the fall 2019.



## Goal 4: Financial stewardship through a well-run organization

### MEETS OBJECTIVES:

- 4.4 Ensure compliance in an environment with growing complexities
- 4.5 Increase participation in a competitive environment

- 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

### New and Ongoing Efforts:

- Reached out to various localities regarding vacancies on the Board –
- Continue contact with our localities and assist in filling Board member/alternate vacancies
- Invite solid waste professionals to participate on TAC (more involvement recently)



## Goal 4: Financial stewardship through a well-run organization

### MEETS 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
- 4.6 Attract and retain an exceptional workforce

- 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**

### Ongoing Efforts:

- Prepared budget balancing staffing needs and financial resources
- Continue to review staffing needs as turnover and operational changes happen

# Strategic Plan Dashboard – June 2019

**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