



# **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 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**
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- **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

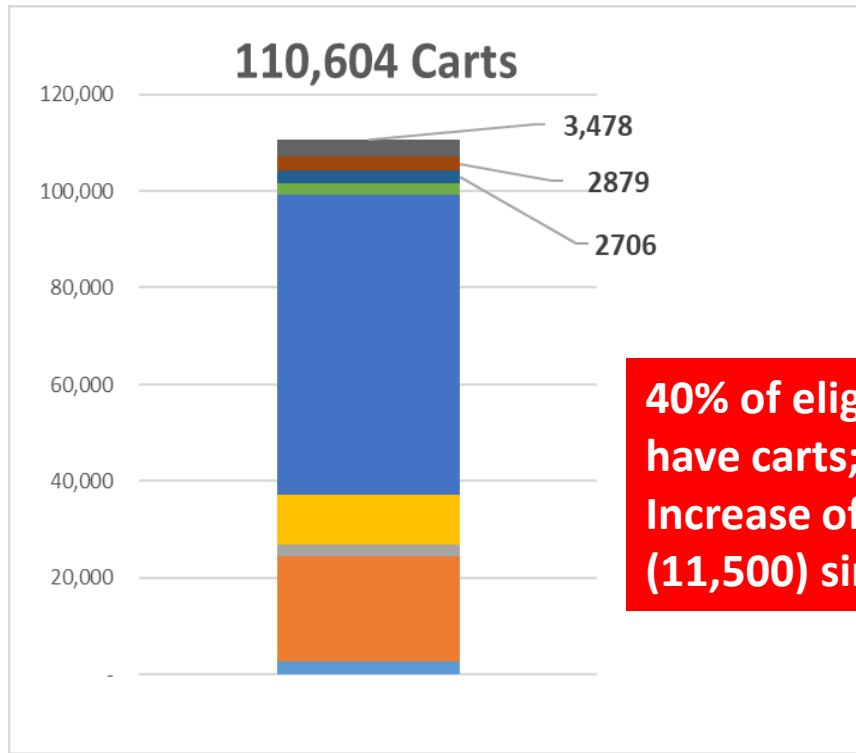




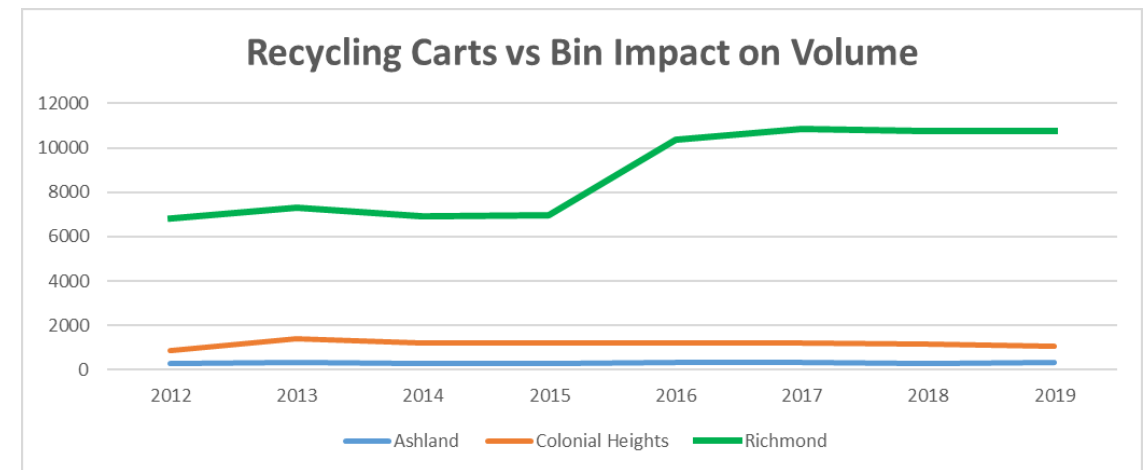
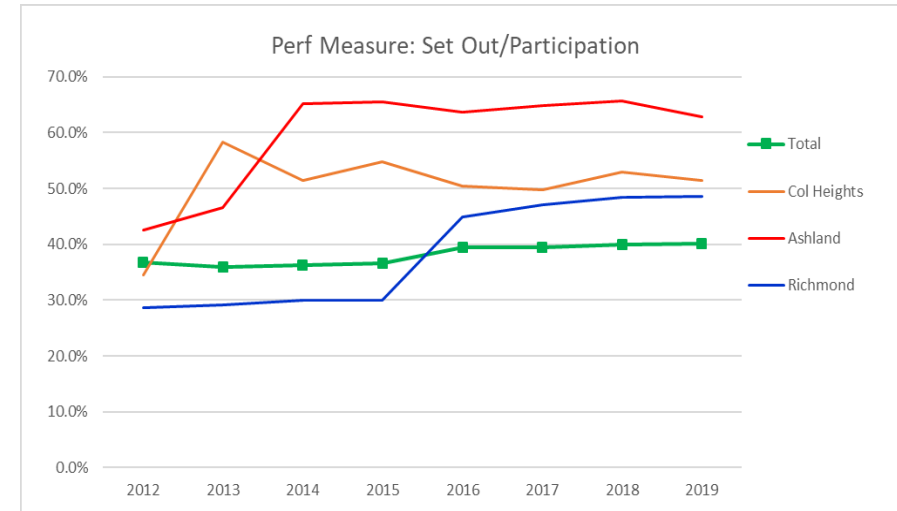


# Goal 1: Protection of Environmental Resources

## 1B. Switch from recycling bins to carts



**40% of eligible HH have carts; Increase of 12% (11,500) 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

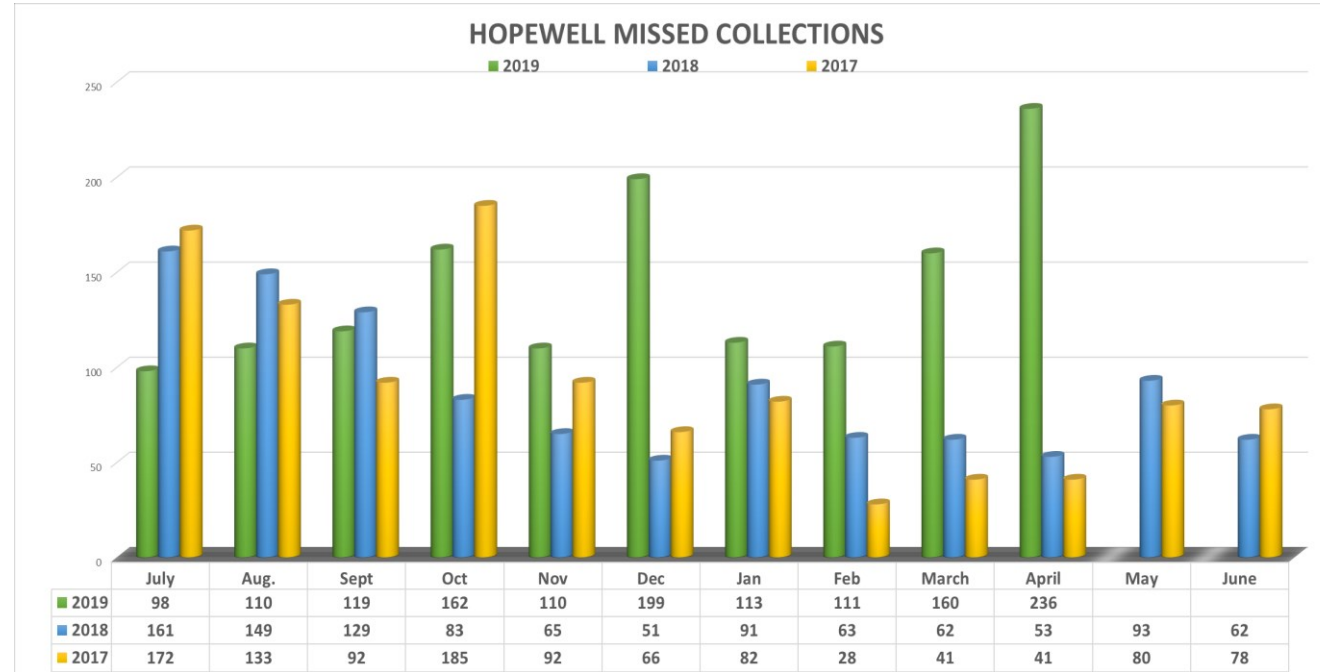
## 1C. Better manage contracts and contractors for performance and adherence to environmental standards

### 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

**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: \_\_\_\_\_

Implemented Audit of vendors to monitor where and how material is being handled and processed for recycling or proper disposal.

# Contract Monitoring/Oversight



Administration

Admin Recycle Trash General Contractors Users Call Center My Account Log Out

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	X
	10/16/2018 10:09 AM	Burley, Angela	Bulk Pickup	Colonial Heights	CFS	2542 White Oak Ct			Weekly - Wednesday		8	No	X
	10/16/2018 10:08 AM	Breaker, Stephanie	Referrals	Chesterfield		2743 Providence Creek Rd	P: Porch		Weekly - Thursday		21	No	X
	10/16/2018 10:05 AM	Burley, Angela	Missed Pickup	Hopewell	CFS	2006 Lynchburg St	P: Porch	4	Weekly - Monday		33	No	X
	10/16/2018 09:57 AM	Garner, Mytesha	General Request	Hopewell	CFS	316 Woodbine St		6	Weekly - Monday		1	No	X
	10/16/2018 09:55 AM	Burley, Angela	Missed Pickup	Hopewell	CFS	2503 Petersburg St		4	Weekly - Monday		4	No	X
	10/16/2018 09:53 AM	Burley, Angela	Contractor Action Request	Hopewell	CFS	3906 Devenwood Ave		6	Weekly - Monday		9	No	X

Service Monitoring/Follow Up; Penalties - ~\$24,000 FYTD

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 (\$)	\$ 618,765	\$ 6,889,629	\$ 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	371
Recycling Missed Collections (CFS)	66	659	92	712
Trash Missed Collections (CW)	51	503	28	379
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	8,240	875	7,565

Perf Bonds and COI

Monthly/Annual Program Stats

## STRATEGIC PLAN GOALS, OBJECTIVES & INITIATIVES MET:

### Goal #1: Protection of Environmental Resources

**Objective 1.2:** Keep stakeholders informed

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

### Goal #2: Customer Focus

**Objective 2.1:** Provide easy access to accurate info

**Objective 2.2:** Provide with timely response, resolution and follow-up

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

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

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

### Goal #3: Educational Resources

**Objective 3.1:** Maximize the use of technology while balancing the need for face-to-face communication

**Objective 3.4:** Having a significant impact with limited resources

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

**Objective 4.1:** Add value to members

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

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



# 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

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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; Effective 1/1/18

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



# Destination Monitoring/Oversight

## Tri – Cities Landfill Complaint by Commonwealth and DEQ permit revocation proceedings

- Hearing officer response 9/20 – recommends revocation
- DEQ Director Paylor formally revokes permit 10/15
- CFS appeals to Supreme Court Pending
- CFS compliant with the Order
- CFS held community meeting w/ surrounding communities
- No NOVs at Lunenburg



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# Goal 1: Protection of Environmental Resources

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

### Procurements/Renewals

- HHW (Category 1 and Used Oil Recycling);
- Roll Off Hauling & FEL Recycling Ashland MSW & FEL MSW
- Renewal – Hopewell Trash and Recycling *added to TFC Contract*
- Renewal – Petersburg Trash and Recycling
- Waste Tires
- Scrap Metal Renewal
- Delivered Paper/Baled OCC – Renewals
- Ewaste – Renewal #1 and 2
- CFC/HCFC
- Disaster Recovery/Debris Monitoring
- Propane Tanks
- Recycling and Solid Waste Consultants – *first contract hiring consultants since early '90's*

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## Consultant *Future Projects*

- **Hired GBB and SCS Engineers to:**
  - *Evaluate recycling and solid waste infrastructure*
  - *Determine characteristics of waste stream*
  - *Determine beneficial, emerging technologies and best management practices*
  - *Identify needs, opportunities and feasibility*
  - *Overall strategic plan*
- **Cooperative Procurement** – Localities can use for their own projects – *several localities have used our contracts*
- **Setting up Meeting(s) to talk to SCS and GBB regarding potential future projects**
  - *Evaluate ewaste vendors*
  - *Strategic planning – SWMP review*
  - *Other*



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## *Results of Consultant Project 1 and Going Forward*

- **GBB tasked with evaluating current regional residential recycling program and making recommendations for best practices under the current contract and for future procurements**
  - *Series of Meetings w/ GBB and stakeholders*
  - *Presentation to CVWMA Board 12/6/19*
  - *Final Report Received 12/23/19*
  - *Presentation to Chesterfield BOS 12/11/19*
  - *Presentation to Henrico BOS 1/24/2020*
  - *Formed subcommittee of TAC to craft procurement based on evaluation and recommendations*



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# Solid Waste Management Plan – 5year update

- **Submitted by due date of August 20, 2019**
  - *Plans for next 20 years thru 2039*
  - *Updated Population growth estimates and thus waste generation*
  - *Plans for meeting and exceeding recycling goals*
  - *Plans for waste disposal capacity*
  - *Locality and PDC Input*
  - *Review and input by TAC*
  - *Once reviewed and approved by DEQ, will update on the website and provide to PDCs and stakeholders*

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#VIRGINIA

## Virginia showcases new Israeli technology for transforming waste and hopes economic investment follows

roanoke.com - Michael Martz Richmond Times-Dispatch

The Richmond region will become the national showcase for an innovative technology that an Israeli company says will transform household waste — ...

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- 1A. Add more recyclable commodities
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- 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 23 (virtual)
  - 10 of 13 localities
  - DEQ
  - VDEM / VDOT
  - Disaster Recovery/Monitoring Contractors
- Monitoring Recycling Markets and keeping stakeholders informed



# Goal 1: Protection of Environmental Resources

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- Ashland
- Charles City
- Chesterfield
- Colonial Heights
- Goochland
- Hanover
- Henrico
- Hopewell
- New Kent
- Powhatan
- Petersburg
- Prince George
- Richmond

- Councils/BOS Meetings
- Meetings with CAOs
- Communications through:
  - Email
  - Monthly/semi-annual newsletters



## 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**
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## Goal 2: Customer Focus

### MEETS OBJECTIVES:

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- 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
- Research and continue to research 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
- **Most recently – moving customer service to remote operations**
- **Utilized technology to provide training in a virtual world (Disaster Recovery)**





## Goal 2: Customer Focus

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- 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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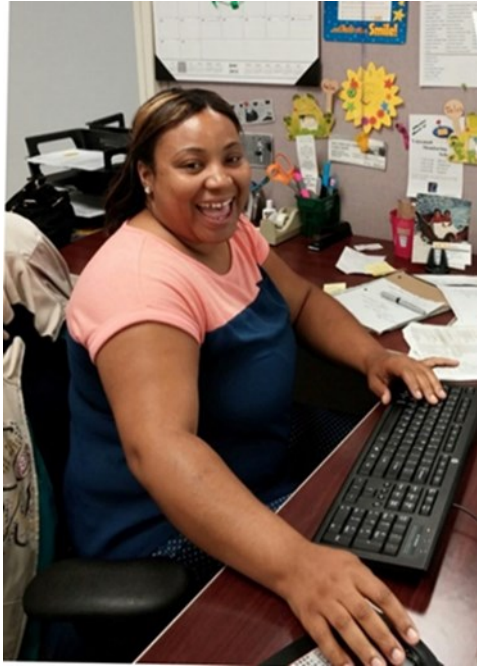
### Ongoing Efforts:

- Deployed priority enhancements to automated customer service application – April 2017
- Enhanced system for rejections of recycling/trash by Contractors – effort to reduce contamination and further educate on recycling correctly
- Ongoing enhancements each year
- **Tailor phone system / messaging to assist customers**

The screenshot displays the 'Call Center Application' interface. At the top, there is a logo for 'CIVWMA' and the title 'Call Center Application'. Below this, a navigation bar includes 'CSR', 'Address Search', 'Add Address', and 'General Request'. On the right side of the navigation bar, there are links for 'Administration', 'My Account', and 'Log Out'. The main content area is titled 'Address Search' and contains a form with the following elements:

- A dropdown menu for 'Jurisdiction:' with the text 'Please Choose' and a downward arrow.
- A text input field for '\* Street Address:'.
- Three buttons: 'Search' (green), 'Advanced' (orange), and 'Clear Form' (white).

# Customer Service



- Upgraded phone system to better serve customers – routing ability
- Processing ~6,000 calls per month, 1,000 emails mailings, database and cart management and credit card transactions; **Much higher in January!**
- Updating Phone messaging (queue, automated attendant, etc.)
- **Working on incorporating WebChat feature**

## STRATEGIC PLAN GOALS, OBJECTIVES & INITIATIVES MET:

### Goal #1: Protection of Environmental Resources

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

**Objective 1.3:** Change or influence behaviors

### Goal #2: Customer Focus

**Objective 2.1:** Provide easy access to accurate info

**Objective 2.2:** Provide with timely response, resolution and follow up

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

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

### Goal #3: Educational Resources

**Objective 3.1:** Maximize the use of technology while balancing the need for face-to-face (*aka one on one*) communication

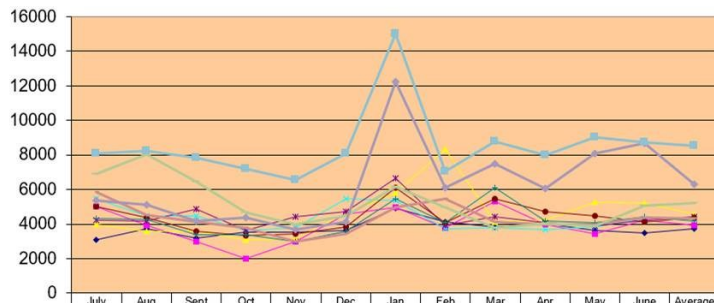
**Objective 3.2:** Provide educational tools and resources that meet the needs of diverse audiences

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

**Objective 4.1:** Add value to members

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

Contact Center Inbound Calls



\*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 - Cookware
- 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 - Plastic Tubs/Food Trays
- Unacceptable Items - Textiles
- Unacceptable Items - Tangles: hoses, cords
- Unacceptable Items - Styrofoam
- 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.

Comments:





## 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

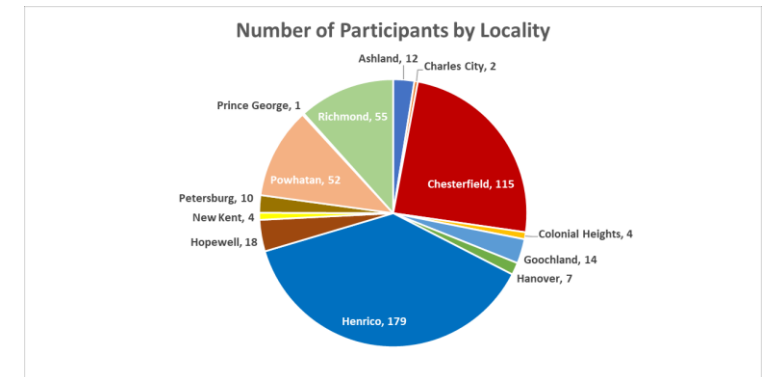
- 2D. Provide more flexibility through contracted services in order to meet members' needs

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

here operational issues with solid waste management activity in your localities? 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
- **To survey residents in the fall re: curbside recycling**



Survey Questions	Responses	CVWMA Response
<p>Don't Recycle – 20 responses</p>	<p>11 responses from Powhatan – majority responded it's 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 &amp; #2), Mixed Paper, Glass and Aluminum.</p> <p>341 recycle other plastics (#1, #7, #10, #11, #12, #13, #14, #15, #16, #17, #18, #19, #20, #21, #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><a href="http://cvwma.com/programs/curbside-recycling/what-to-recycle/">http://cvwma.com/programs/curbside-recycling/what-to-recycle/</a></p> <p>Some items have always been recyclable and will</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

- 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 localit  
tion? If so, please describe. What if any, products/waste streams would

### Provided:

- 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

### Working on:

- Residential Recycling Procurement – involvement of stakeholders



## 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
- Partnered with Jonathan Austin – MS4 education credits for all localities
- 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

**RECICLAJE**

**Latas**  
Cajas de aluminio y acero  
Vacíe y enjuague  
Coloque la tapa en la tapa

**Cartones**  
Cajas de alimentos y bebidas  
Vacíe, enjuague y vuelva a colocar la tapa

**Vidrio**  
Botellas y frascos  
Vacíe y enjuague  
Sin tapas

**Papel**  
Papel de oficina, papel mixto, Periódico, revistas y Cartón aplastado

**Plástico**  
Cocina, lavandería, baño: Botellas y contenedores  
Vacíe, enjuague y reemplace la tapa

**NO!** No Bolsas  
No ponga lo reciclable en bolsas. Deseche las bolsas de plástico

**NO!** Sin Enredos  
No mangueras, cables, cadenas o electrodomésticos

**NO!** No Contenedores de Materiales Peligrosos  
No interruptores, aceite de motor, pintura o baterías

**NO!** No pliestireno™  
embalaje ni materiales de embalaje  
\* Marca Registrada de The Dow Chemical Company

**CVWMA** ¿Preguntas? Llame a la línea directa de Reciclaje al 340-0900 o visite [www.cvwma.com](http://www.cvwma.com)



## 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 **utilized technology to provide in virtual workshop in 2020**
- DEQ/EPA – guidance on various topics such as HHW, sharps, etc.
- TAC Meeting Speakers on HHW, Composting
- 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
- **Requested to serve on the Waste Diversion Task Force DEQ is putting together under SB42**
- **U.S. Plastics Pact**





## 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**



## 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 Tanglers, Cords, Hoses or Chains

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

### RECYCLE RIGHT, AND DON'T GET REJECTED!

Putting the wrong items in your recycle bin will now get you this OOPS! sticker and your recycling might not get picked.

**340-0900 CVWMA.COM**



# Contamination of Recyclables Focus - Contractors



## STRATEGIC PLAN GOALS, OBJECTIVES & INITIATIVES MET:

### Goal #1: Protection of Environmental Resources

- Objective 1.2:** Keep stakeholders informed about the environmental impact of the industry trends and changes
- Objective 1.3:** Change or influence behaviors
- Objective 1.4:** Establish clear & concise expectations with contractors

### Goal #2: Customer Focus

- Objective 2.1:** Provide easy access to accurate info
- Objective 2.3:** Be proactive in operational planning
- Objective 2.5:** Provide services and programs that create value now and for the future

### Goal #3: Educational Resources

- Objective 3.1:** Maximize the use of technology while balancing the need for face-to-face communication
- Objective 3.2:** Provide educational tools and resources that meet the needs of diverse audiences
- Objective 3.3:** Identify and use subject matter experts to further CVWMA goals
- Objective 3.4:** Have a significant impact with limited resources

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

- Objective 4.1:** Add value to members

Type	Oops! Issued since 10/1/18	%age of Total
<b>Total</b>	<b>8,244</b>	
Plastic Bags	3,103	38%
Food/Styrofoam	1,928	23%
Garbage *	2,907	35%

# Recycling Partnership – 1<sup>st</sup> Recycling Leadership Summit



## Completed RFI for Grant Funds – multi-family recycling

- \$2.5 million available grant funds for participants
- RP interested in providing grant funds
- Crafting detail scope for existing multi-family properties; determining barriers; and jump starting recycling



## 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 1.3:** Change or influence behaviors
- Objective 1.4:** Establish clear and concise expectations with contractors

### Goal #2: Customer Focus

- Objective 2.1:** Provide easy access to accurate info
- Objective 2.2:** Provide with timely response, resolution and follow-up
- Objective 2.3:** Be proactive in operational planning
- Objective 2.5:** Provide services and programs that create value now and for the future

### Goal #3: Educational Resources

- Objective 3.1:** Maximize the use of technology while balancing the need for face-to-face communication
- Objective 3.2:** Provide educational tools and resources that meet the needs of diverse audiences
- Objective 3.3:** Identify and use subject matter experts to further CVWMA goals
- Objective 3.4:** Have a significant impact with limited resources

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

- Objective 4.1:** Add value to members

# Education and Outreach

- 2020 Collection Schedule 12/26
- Requests (presentations, programs in schools and various groups, educational materials, grassroots events, media) –
- Young Scientists – extension of staff
- Impacting thousands of people and distributing thousands of educational materials
- Education focus: schools – Rethink Waste; reduce, reuse, recycle and contamination
- Reached all 13 localities in some way
- >36,000+ subscribers to email reminder
- 25,000 visitors to our website each month; continually updating content
- Lots of Social Media Activity
- Holiday Messaging
- Curbside Education Adv Com
- America Recycles Day
- Christmas Tree Recycling



Your 2020 CWMA Recycling Collection Schedule

**IT'S ALL YOU**  
YOUR RECYCLING MATTERS

**THANK YOU FOR RECYCLING THESE:**

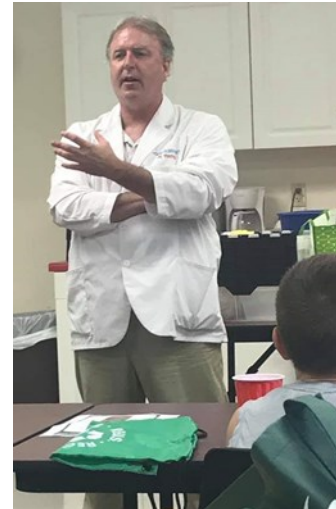
- Cans:** Aluminum and Steel Cans (empty, clean)
- Cartons:** Food and Beverage Cartons (empty, clean, replace cap)
- Glass:** Bottles and Jars (empty, clean)
- Paper:** Cereal Boxes, Newsprint, Magazines and Books, Flattened Cardboard & Paper Boxes
- Plastic:** Kitchen, Laundry, Bath (empty, clean, replace cap)

**NO!**

- No Plastic Bags or Plastic Wraps
- No Hot Bags or Appliances (no garbage)
- No Tires, Carbs, Hoses or Chains
- No Appliances, Fuel Tanks or Batteries
- No Food or Liquid (empty and uncontaminated)
- No Stumps, Limbs (empty or containing material)

JANUARY	FEBRUARY	MARCH	APRIL
S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30

☒ = No Collection (1 day delay)  
☒☒ = Regular Collection      ☒☒☒ = Regular Collection



**SHRED & E-CYCLING EVENT**

Saturday, Nov. 16 • 9 a.m.-12 p.m

Westchester Commons\*  
804-748-1297  
More info: chesterfield.gov

\*Open to County residents only

## STRATEGIC PLAN GOALS, OBJECTIVES & INITIATIVES MET:

- Goal #1: Protection of Environmental Resources**
  - Objective 1.2:** Keep stakeholders informed about the environmental impact of the industry trends and changes
  - Objective 1.3:** Change or influence behaviors
- Goal #2: Customer Focus**
  - Objective 2.1:** Provide easy access to accurate info
  - Objective 2.2:** Provide with timely response, resolution and follow up
  - Objective 2.3:** Be proactive in operational planning
  - Objective 2.5:** Provide services and programs that create value now and for the future
- Goal #3: Educational Resources**
  - Objective 3.1:** Maximize the use of technology while balancing the need for face-to-face (*aka one on one*) communication
  - Objective 3.2:** Provide educational tools and resources that meet the needs of diverse audiences
  - Objective 3.3:** Use subject matter experts
  - Objective 3.4:** Have a significant impact with limited resources
- Goal #4: Financial Stewardship Through a Well-Run Org**
  - Objective 4.1:** Add value to members



## **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
- Working on Procurement now where ALL will 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*

**Richmond Is On A Roll!**

MEET YOUR NEW CART!

Comprehensive list of benefits and contact information for CWMA.

**Logos:** Richmond is on a Roll!, CWMA, 100% Recycling, Recycling Rewards Perks

**Statistics:**

- 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 Alley:** IT'S RIGHT UP YOUR ALLEY. Includes a photo of a woman with a recycling cart.

**Recycling Only:** EMPTY AND REUSE CONTAINERS • NO TRASH OR HAZARDOUS WASTE • NO PLASTIC BAGS. Includes a photo of various recycling items.

**Logos:** CWMA, Carytown



## 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.
- Have begun drafting but have not focused on.
- To craft and make recommendations to Executive Committee hopefully soon



## 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 – **like Covid-19**

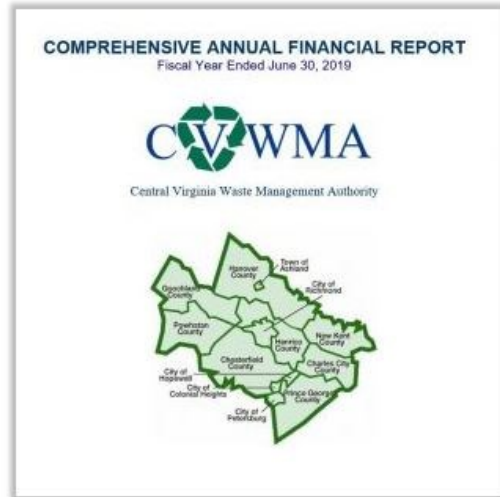
# Admin and Other

## 2019 CAFR

- Submitted to APA (9/30)
- Submitted to GFOA – Dec
- Audit – Unmodified Opinion (highest and best rating) every year
- Meet w/ Audit Committee

## 2021 Operating Budget

- Proposed & approved 12/6
- Provided budget estimates to several localities



## STRATEGIC PLAN GOALS, OBJECTIVES & INITIATIVES MET:

### Goal #1: Protection of Environmental Resources

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

### Goal #2: Customer Focus

**Objective 2.1:** Provide easy access to accurate info

**Objective 2.2:** Provide with timely response, resolution and follow-up

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

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

**Objective 4.1:** Add value to members

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

**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

# 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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