



## Goal 1: Protection of Environmental Resources

*~increase awareness, knowledge and access to information and services that result in a positive environmental impact.*

### 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**



39 tons in  
3 months!!

## MEETS OBJECTIVES:

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

## PERFORMANCE MEASURES:

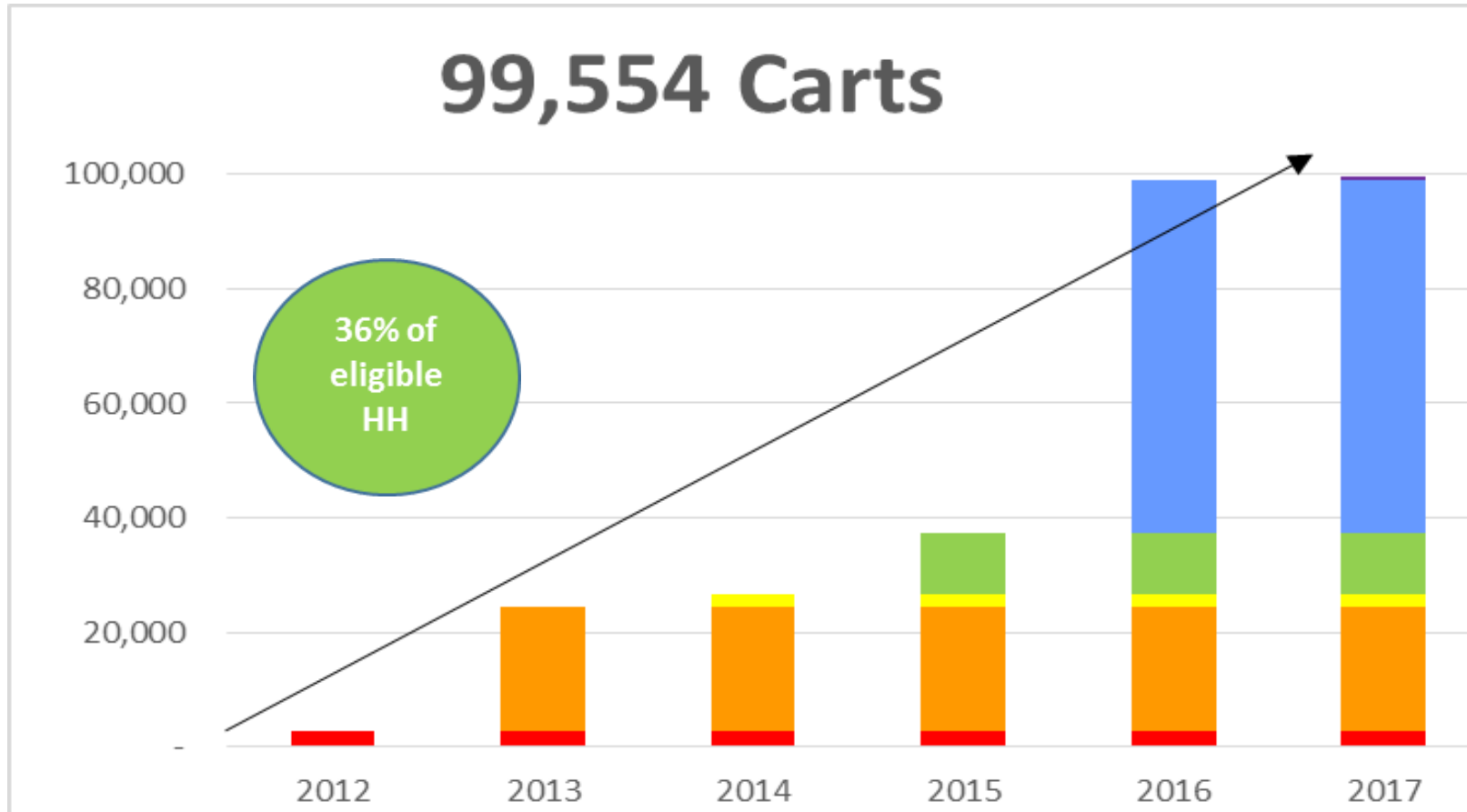
- Recycling Volume
- Recycling Rate





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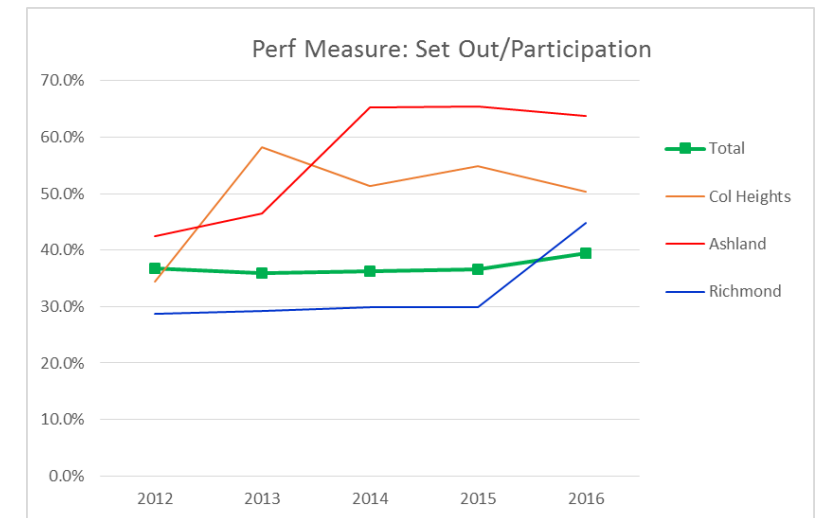
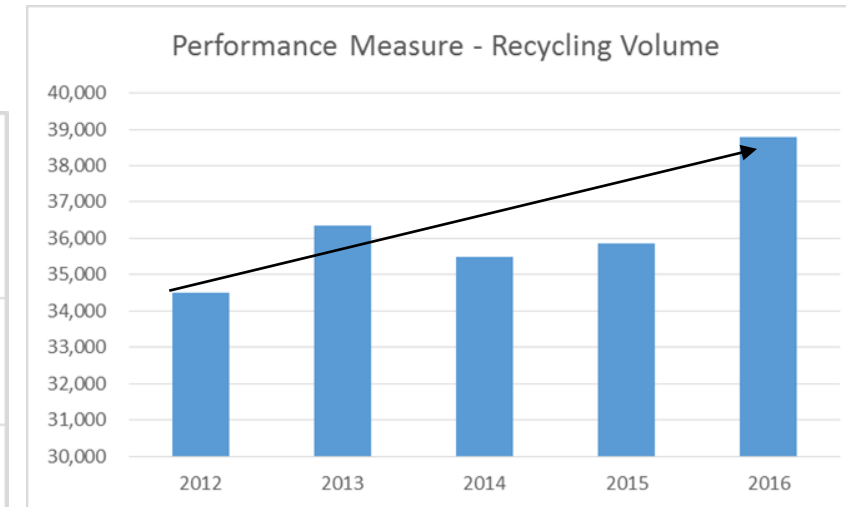
## 1B. Switch from recycling bins to carts



### MEETS OBJECTIVES:

1.1 Convenient/Accessible Services

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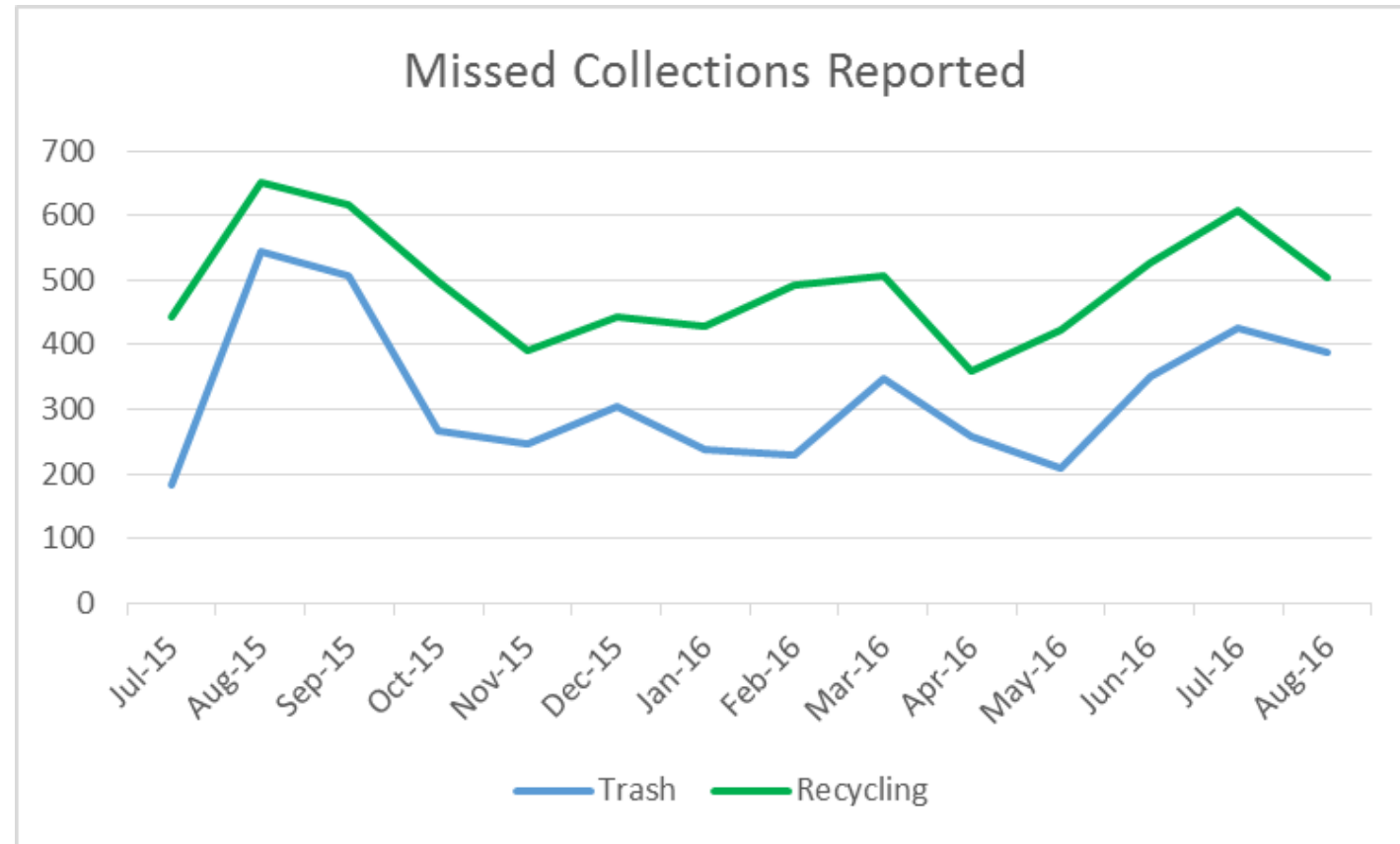
## 1C. Better manage contracts and contractors for performance and adherence to environmental standards

### 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







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## New and Ongoing Efforts:

- Col Hgts MSW RFP – added stormwater compliance and spill plan requirements w/ added financial penalties for non compliance
- Non-compliance notifications and more penalties assessed
- Routine meetings with and inspections of Contractors and collection sites

## To Do Next 3-6 Months:

- Include new environmental standards in all future procurements
- Track spills and response efforts
- Continue routine meetings with and inspections of Contractors and collection sites



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## New and Ongoing Efforts:

- Attended SWANA regulatory training – October 17 and annually; other pertinent training
- Thousand Canker Disease Quarantine identification
- Stormwater – locality ordinances (consider for RFPs)

## To Do Next 3-6 Months:

- Monitor legislation
- Continue to work with agencies like DEQ, VDEM, FEMA, VDAG, etc.



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- ☐ Ashland
- ☐ Charles City BOS – January 2017
- ☐ Chesterfield
- ☐ Colonial Heights
- ☐ Goochland
- ☐ Hanover
- ☒ Henrico BOS - June 28, 2016
- ☒ Hopewell City Council – July 27, 2016
- ☐ New Kent
- ☐ Powhatan
- ☐ Prince George
- ☒ Richmond City Council - July 25, 2016

# Strategic Plan Dashboard – October 2016

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## 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
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## Goal 2: Customer Focus

*~engage with our member jurisdictions and the community to deliver timely, accurate and cost effective services.*

### 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

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### 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

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### New and Ongoing Efforts:

- Social Media, website, email reminder, answer phones – we are out there on many different platforms!
- Interactive PDF postcard – live links to various services and resources
- Webinar Series – CS & PI staff – keep up to date on CS best practices and how best to communicate with the public



### To Do Next 3-6 Months:

- Research and prepare cost analysis in developing an APP and/or text/calling capability
- Research potential online chat mechanism to be incorporated in customer service communications



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### New and Ongoing Efforts:

- Analyze customer service application and determine necessary enhancements

### To Do Next 3-6 Months:

- Prepare list for application developer of enhancements to existing call center application and obtain quote
- Begin Implementation of priority enhancements in accordance with budget



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### New and Ongoing Efforts:

- Began discussions/brainstorming on development of customer (public) satisfaction survey and ways to implement
- Online customer survey – 9/27/16

### To Do Next 3-6 Months:

- Research potential phone system survey (at the end of the call)
- Draft Survey – both for phone and for email/website



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### To Do Next 3-6 Months:

- Through procurement, be flexible in awarding multiple contracts/contractors to meet demands and needs of members
  - Debris Management and Monitoring Contracts
  - Yard Waste Contracts



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## 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
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## Goal 3: Educational Resources

*~maximize our influence by equipping members and customers with information and tools needed to impact a positive environment.*

### 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.

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### New and Ongoing Efforts:

- Environmental Literacy Events – education of science teachers in Chesterfield County and at Varina HS in Henrico (new level of recycling education to engage students on how recycling can help solve environmental concerns/problems)
- Partner with locality staff to combine efforts

### To Do Next 3-6 Months:

- Begin to evaluate the number of events CVWMA is involved in and asked to be involved in, the time commitment, after work hours, and the etc.
- Review new Federal Overtime laws and determine potential financial impact on increasing capacity



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### New and Ongoing Efforts:

- Website can be viewed in Spanish
- Attended Hispanic Chamber of Commerce Business Conference on Oct 13

### To Do Next 3-6 Months:

- Research mix of native languages in region
- Collaborate with Virginia Government Communicators on best practices to overcome language barrier
- Research costs to translate website into multiple languages
- Develop work group of locality educators to discuss barriers to recycling and receiving information (language and other)
- Workshop for low income homeowners – Henrico (March 2017)



## Goal 3: Educational Resources

### MEETS OBJECTIVES:

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### New and Ongoing Efforts:

- Attended seminars and training related to Zika Virus – disseminate general information
- Middle James Roundtable – various water experts (annual meeting 9/14)
- Va Dept of Ag speaks to TAC on 10/6 regarding Thousand Canker Disease which could impact CVWMA yard waste programs
- Disaster and Debris Management – utilize DEQ and VDEM for training workshop in June
- DEQ/EPA – guidance on various topics such as HHW, sharps, etc.

### To Do Next 3-6 Months:

- Invite various subject matter experts to TAC and other committee meetings





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## New and Ongoing Efforts:

- New Commodities Campaign



- SWANA National/EPA/DEQ Seminars, Webinars and Training Events



## To Do Next 3-6 Months:

- KAB/SWANA/Carton Council/RP – utilize education tools and resources
- Attend National Conferences (year) – Resource Recycling, Southeast Recycling Devel Council and/or Wastecon



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### New and Ongoing Efforts:

- Met in June – communication plan for new commodity education and outreach

### To Do Next 3-6 Months:

- Communicate to provide update on communication plan
- Meet in February to gain ideas regarding education and outreach efforts in member localities

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

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

*~deliver exceptional service with an engaged workforce that effectively manages regional assets.*

### 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.

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### New and Ongoing Efforts:

- Colonial Heights, Ashland, Richmond, Hopewell and Petersburg

### To Do Next 3-6 Months:

- Revisit cost estimates and develop case for other jurisdictions switching to recycling carts





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### MEETS OBJECTIVES:

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

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### New and Ongoing Efforts:

- Review of ByLaws and Articles of Inc. – committee established and met

### To Do Next 3-6 Months:

- Bylaws committee review meeting 11/8 – update Board
- Review Personnel Policies, Benefits and Procedures Manual – establish committee



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### New and Ongoing Efforts:

- Remind localities of Bylaws and Articles of Incorporation rules on Board appointees

### To Do Next 3-6 Months:

- Reach out to localities and assist in filling Board member/alternate vacancies
- Invite solid waste professionals to participate on TAC



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### To Do Next 3-6 Months:

- Review Personnel Policies, Benefits and Procedures Manual – establish committee
- Review staffing needs currently and in the future
- Prepare budget balancing staffing needs and financial resources

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