





Overcoming the Fear of the Master Plan

A Step by Step Process to Healing



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My credentials.....

The Path to Master Plan Healing

“Where the healing cycle meets OODA*”

01

Acceptance

02

Insight

03

Evaluation

04

Implementation

05

Healing

06

Meaning

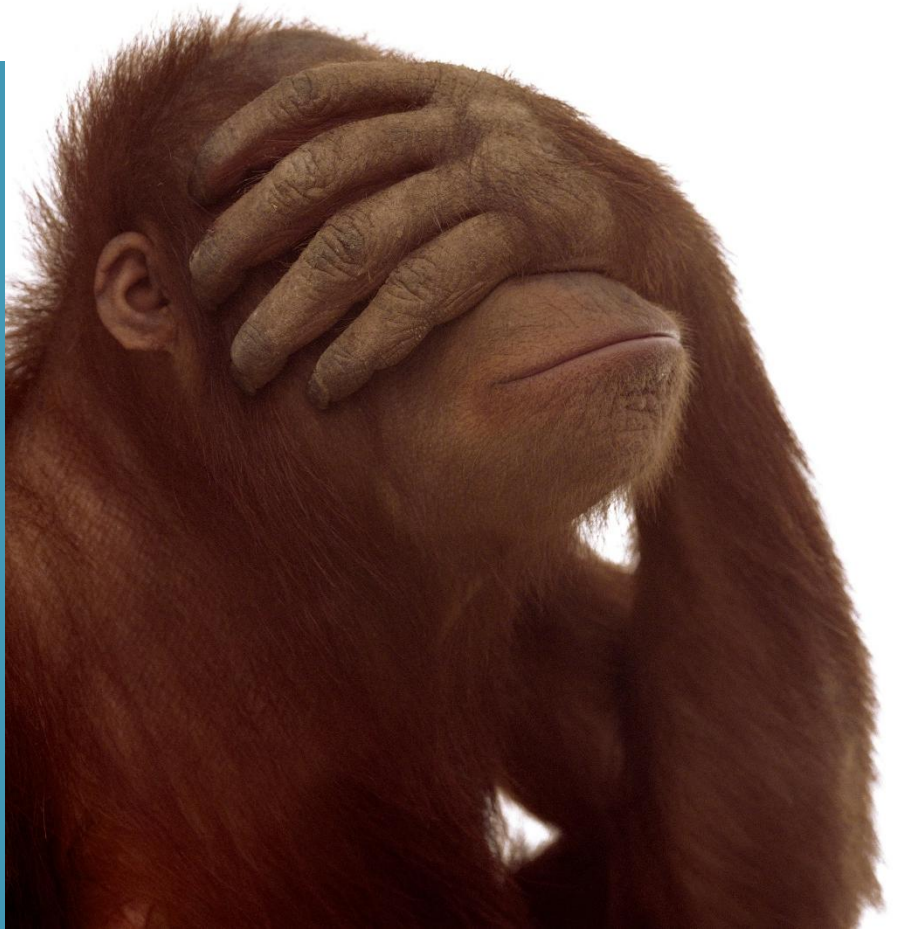
*Observe, Orient, Decide, Act



Waste Drill

Acceptance

- Denial
 - Your solid waste system is working so why bother
 - Reactionary practices
 - It's how we've always done things...
 - We're too busy
 - No sense in flying above the radar
- Taking the first step is accepting that there may be a better way



Acceptance

Coming to terms with who you are....

- Our community is growing
- The industry is changing
 - National Sword
 - Electrical markets (WTE communities)
 - MRF processing capacity
 - Our waste is different
- Assets are finite
- NIMBY
- Rate Pressures
 - Delay in planning can cost more in the future
- Proactive steps can be easier to swallow



Insight

- Trying to find the triggers
- Process flow
- Process improvement plans
- Incremental changes vs step changes



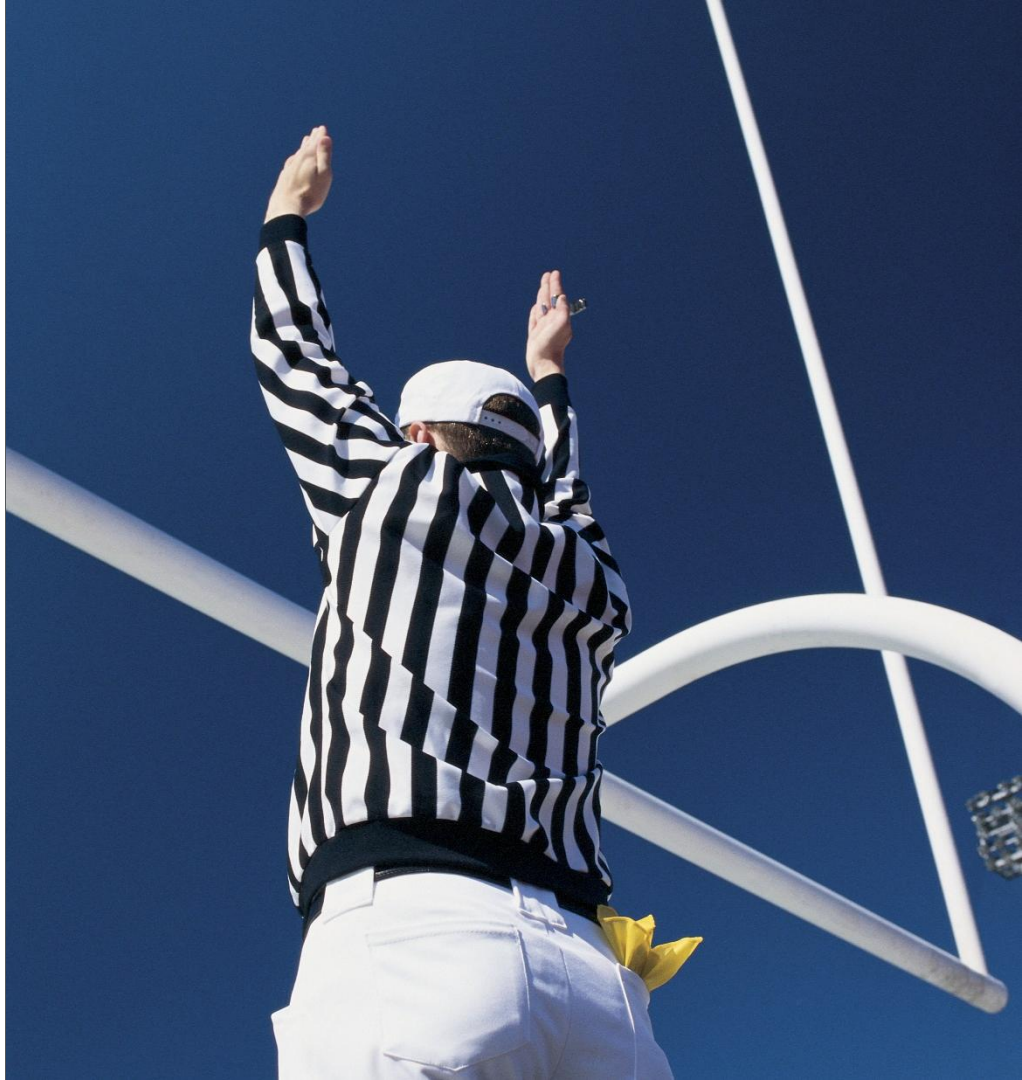
Insight

- Where have we been (baseline)
- What do we look like today
- Industry best practices
- What are others doing
- What limits our actions
 - Interlocals
 - Operating contracts
 - Hauling contracts
 - None of the above



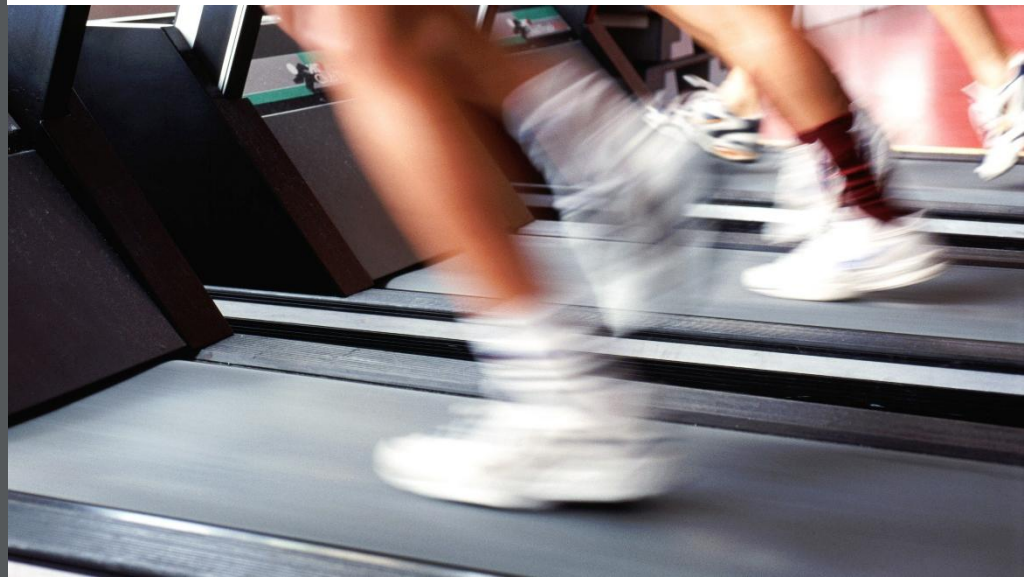
Setting Goals and Objectives

- How will decisions be made and who will make them
- What type of matrix/framework will test the plan
 - Financial
 - Environmental
 - Social
 - All the above
- What are the goals for 5 yrs, 10 yrs, 20 yrs, and on.
- Goals tend to be overarching – policy focused



Evaluation

- Gap analysis
- SWOT
 - Enhance **Strengths**
 - Turn **Weakness** into strength
 - Seize **Opportunities**
 - Mitigate **Threats**
- Every insight can be the base for a plan of action
 - Strategy development



Evaluation

- Technology
- Education
- Flow control
- Regulation
- In-house vs contracted
- Culture
 - Residential
 - Commercial
 - C&D
 - Others
- Funding



Strategy Development

- Brainstorming
 - Charrettes
 - Public Surveys
 - Staff Wish List
-
- Strategies should be able to tackle one of the following:
 - Generation/Reduction
 - Collection
 - Processing
 - Disposal



Strategy Evaluation

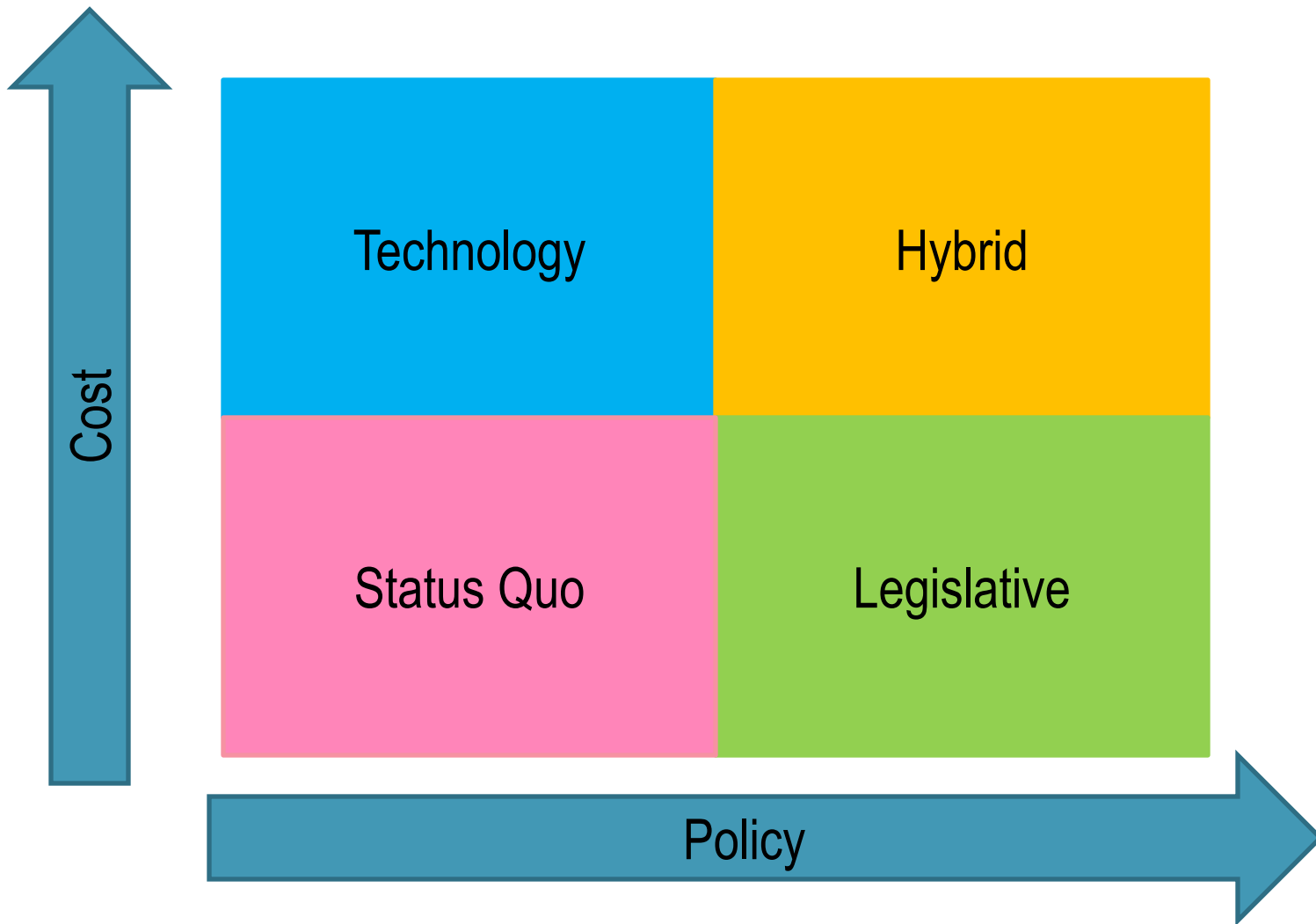
- What are the impacts of the strategy
 - Operational/Administrative
 - Financial
 - Environmental
 - Legal
 - Social
- Do strategies align with goals
- Do certain strategies make up a scenario(s)
 - Universal
 - Scenario Specific



Strategy Refinement

- Applying the decision matrix
- Do certain strategies compliment and build upon another
- Do strategies contrast (i.e. we either do this or that)
- Ultimately paring down the strategies that will be the core for the plan





Implementation

- Making changes a reality
- Developing a pathway to success
- Creating metrics to measure success
 - Steps are better than leaps



Implementation

- The hardest part of the cycle
 - Filling the gaps
- Buy - in
- Walking the walk
- Funding
 - Capital improvement plans
 - Operational impacts
 - Rate impacts



Healing

- The restoration of a sense of meaning, purpose, and quality of life



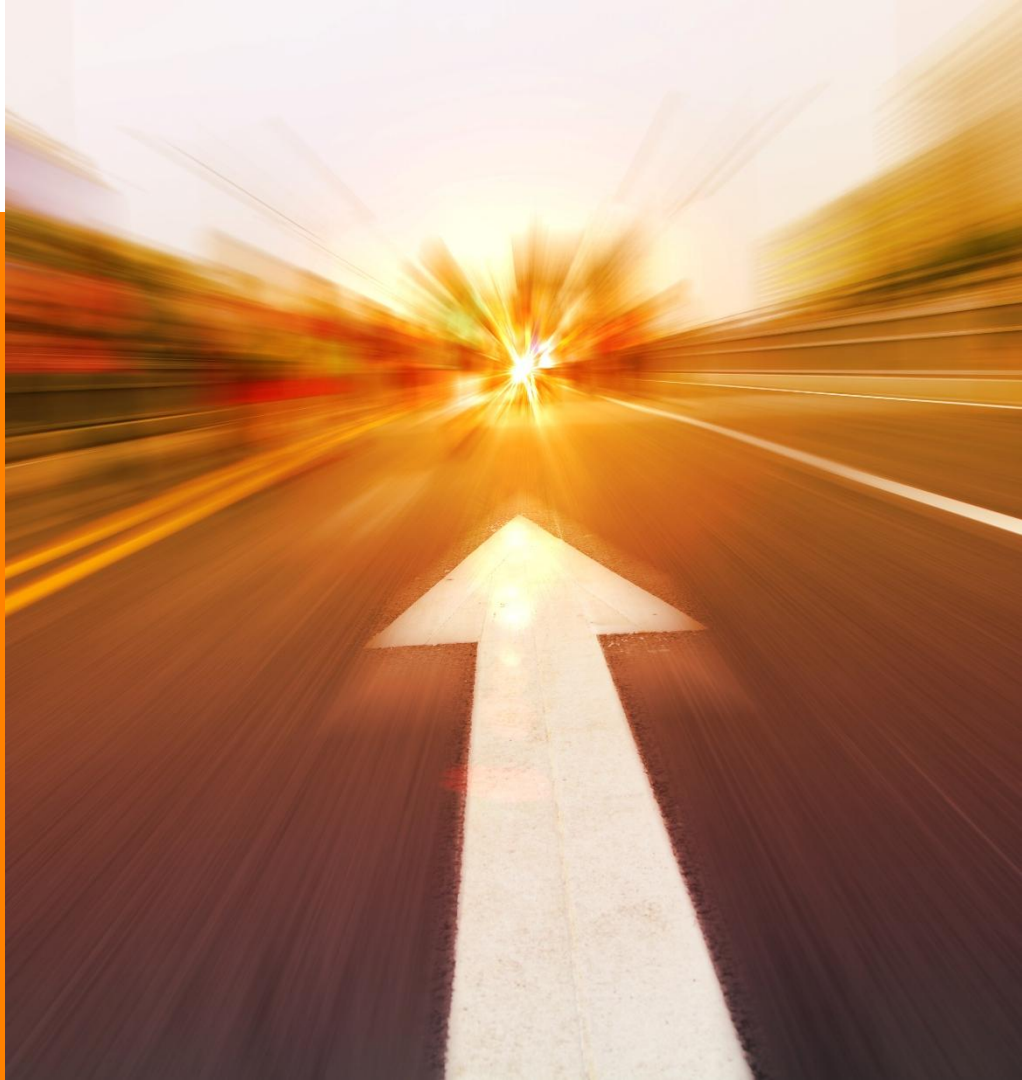
Healing

- Establishing the new “normal”
- Practices become “way of life”
- Monitoring and adjusting
 - Annual check in (ups)
 - 5 year adjustments
- Avoiding the “shelf”



Meaning

- Positive changes
- Feedback loops “steel sharpens steel”
- Betterment of the future
 - 7 generations example



Meaning

- Healthy communities
- Environmental benefits
 - Reduced truck miles = pavement, fuel and emission savings
 - Less landfilling = asset preservation
- Social Benefits
 - Reduced truck miles = less congestion
 - Increased recycling = jobs
- Sometimes the costs of today are the savings tomorrow
 - Longview of the system



A moment of Zen...



Thank you

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