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
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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