

Lancaster County Solid Waste Management Authority
Strategic Plan
July 1, 2023

Mission

Managing waste as a resource to protect and benefit our community

Vision

Rethinking waste for a sustainable future

Core Principles

Organizational Culture	Environmental	Customer & Community Service	Financial	Risk Management	Innovation
Foster employee engagement and authentic leadership centered on LCSWMA's mission, vision, and core principles.	Ensure solid waste management, disposal, and recycling practices are done in a responsible and sustainable manner with a focus on ever-improving technologies.	Provide quality, efficient, and friendly service to all customers and foster quality relationships with community stakeholders with a commitment to public transparency.	Create a financially sustainable pathway through the use of long-term financial planning, fiscal discipline, and maximizing value creation.	Prudently manage enterprise risks* for the safeguarding of LCSWMA's assets (employees, property, finances, etc.).	Identify optimal solutions with the mindset of continuous improvement and innovation throughout all facets of the organization.

2023 - 2025 Objectives

<p>Determine Preferred Next-Generation Landfill Capacity with a Focus on LCSWMA-Owned Options</p> <ul style="list-style-type: none"> Revise/update Creswell Reuse engineering study Conduct analysis of alternate site options Develop plan for implementing each landfill capacity option
<p>Execute Existing System Capacity and Improvement Objectives</p> <ul style="list-style-type: none"> Stage 3 FFVE NOx Upgrades Document Management Data & Technology Utilization Value Creation With Existing Assets (ex. Bainbridge Property)
<p>Investigate Regional Capacity & Process Cooperative Strategy</p> <ul style="list-style-type: none"> Ash Processing C&D Recycling Recycling / Organics WTE Processing Capacity Dauphin County/Harrisburg & SRMC operations (post-2033)
<p>Provide Enhanced Education & Communication to Community Stakeholders</p> <ul style="list-style-type: none"> Public Officials Meetings Customer Engagement Industry/Technical Education Regulatory/Policy General Public Education Board of Directors
<p>Embed Risk Management Framework throughout LCSWMA</p> <ul style="list-style-type: none"> Implement OSHA safety standards Enterprise Risk Management (ERM) Deploy ERM & Learning Management System (LMS) resources Business Continuity Planning Environmental, Social, and Governance (ESG)
<p>Continue Development of Long-Term Financial Modeling</p> <ul style="list-style-type: none"> Capacity and Opportunity Scenario & Rate Planning Balancing reserve growth vs debt dependence
<p>Foster Strong Culture & Engagement</p> <ul style="list-style-type: none"> Organization-wide Succession Planning (Leadership development, cross-training, skill development, etc.)

Long-Term Philosophy**

<p>Long-Term Financial & Capacity Planning</p> <p><i>Ensure continued commitment to best practices in waste management aligned with the U.S. EPA waste hierarchy with the goal of minimizing landfilling for the preservation of land in our communities, while maximizing environmental benefit and the recovery of resources. Fulfillment of LCSWMA's obligation to manage waste responsibly and in perpetuity for the community requires long-term financial & capacity planning that balances environmental, economic, and social impacts.</i></p>
<p>Regulatory Compliance & Opportunity</p> <p><i>LCSWMA operates within multiple regulatory frameworks that are ever-evolving (i.e. DEP, Municipal Authorities Act, GASB, Insurance, DOT, etc.), presenting risks and opportunities which must be proactively considered in our long-term strategy. Maintaining organizational flexibility, financial health, and an active pulse on emerging technologies and trends aids our ability to best position LCSWMA to ensure compliance and capture or create opportunity.</i></p>
<p>Quality & Safe Public Service</p> <p><i>Responsibility to the stakeholders LCSWMA serves is paramount to the organization's mission. Balancing the needs of our stakeholders (i.e. employees, customers, public officials, regulators, residents, businesses, etc.) to deliver quality and safe public service is a commitment of leadership and staff. Continuing active engagement and effective communication with key stakeholders will foster the trusting relationships necessary to fulfill our mission.</i></p>

* Enterprise risk aims to identify, assess, and prepare for potential losses, dangers, hazards, and other potentials for harm that may interfere with an organization's operations and objectives and/or lead to losses. This includes safety, environmental, financial, security, governance, culture, stakeholder relationships, etc.

** Long-term planning occurs over a 20+ year horizon