

## MISSION

Managing waste as a resource to protect and benefit our communities

## VISION

Rethinking waste for a sustainable future

## Core Principles

### ORGANIZATIONAL CULTURE

Foster employee engagement and authentic leadership centered on LCSWMA's mission, vision, and core principles.

### ENVIRONMENTAL EXCELLENCE

Ensure solid waste management, disposal, and recycling practices are done in a responsible and sustainable manner with a focus on ever-improving technologies.

### CUSTOMER & COMMUNITY SERVICE

Provide quality, efficient, and friendly service to all customers and foster quality relationships with community stakeholders with a commitment to public transparency.

### FINANCIAL STRENGTH

Create a financially sustainable pathway through the use of long-term financial planning, fiscal discipline, and maximizing value creation.

### RISK MANAGEMENT

Prudently manage enterprise risks for the safeguarding of LCSWMA's assets (employees, property, finances, etc.).

### INNOVATION

Identify optimal solutions with the mindset of continuous improvement and innovation throughout all facets of the organization.

## 2026 - 2028 Objectives

### LANDFILL PLANNING AND CAPACITY STRATEGY

- Creswell Design Development
- SRMC Ashfill Closure
- Leachate Capacity
- Additional Landfill Options (Land Acquisition)

### OPTIMIZATION OF WASTE PROCESSING, REUSE, DISPOSAL & SERVICE

- Waste Diversion Technology
- Ash Processing
- Perdue Steam Negotiation
- Regional WTE/TSC Research and Review
- Strategic Land Acquisition (in-county, out of county)
- Dauphin Co. Integration and SRMC post-2033 operations

### STAKEHOLDER ENGAGEMENT AND EDUCATION

- Public Tours
- Host Stakeholder Meetings (haulers, public officials, BOD, etc.)
- Launch Brand Refresh and Website
- Educational Campaigns
- Customer Service Enhancements

### ENHANCING GOVERNANCE AND RISK MANAGEMENT FRAMEWORK

- Flow Control Compliance Enforcement
- Best-in-Class (Loss Control, OSHA Safety Standards)
- Business Continuity Plan Refinement of Key Processes
- Document and Contract Management
- Standardization of procedures, protocols, & training

### STRENGTHEN CULTURE AND ENGAGEMENT

- Succession Planning and Career Path Development
- Learning Management System (competencies, training, and upskilling)

## Long-Term Philosophy\*

### LONG-TERM FINANCIAL & CAPACITY PLANNING

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.

### REGULATORY COMPLIANCE & OPPORTUNITY

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.

### QUALITY & SAFE PUBLIC SERVICE

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.

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