



# **Metro Waste Authority**

*Your Partner in Environmental Solutions*



*Celebrating 40 Years 1969-2009*

## Strategic Business Plan

**July 1, 2009 – June 30, 2011**

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## Commitment of the Board of Directors

For many years, Metro Waste Authority has used a strategic planning process that results in the product you see here. We are proud of the cost-effective programs and services we offer the communities and the way this organization has assumed a leadership role in environmental stewardship.

The 2009-2011 Strategic Business Plan strongly aligns with the mission, vision and core values of the organization while ensuring we are on track with industry trends, the needs of our communities, and our own strengths and weaknesses. It allows us to continually focus on strategic issues while positively managing the programs and services MWA provides.

This year's plan also responds to our directives. We challenged MWA staff to:

**Embrace the Environmental Management System (EMS) for solid waste management provided by Iowa legislation passed in 2008.** The 2008 EMS legislation reflects MWA's mission and core value of excellence. It focuses on environmental protection and challenges solid waste planning areas to continuously improve operations, programs and services in yard waste management, household hazardous waste, water quality improvement, greenhouse gas reduction, recycling services, and environmental education.

As a Board, key initiatives we are directing MWA to explore are the following:

- **Yard Waste Management.** In partnership with the city of Des Moines, expand and improve the conditions of the Metro Compost Center site to improve storm water management and gain operational efficiencies.
- **Household Hazardous Waste.** Increase accessibility for proper disposal of household hazardous waste by providing opportunities for collection in the Des Moines western suburbs.
- **Water Quality Improvement.** Continue to improve water quality in the Camp Creek watershed by partnering with area landowners and conservation organizations to establish conservation easements along the creek and strategically in the watershed. Continue to improve water quality throughout the entire service area via Growing Green Communities.
- **Greenhouse Gas Reduction.** Maximize conversion of methane gas to energy at Metro Park East by capturing existing as well as additional methane generated by landfill growth. Make energy conservation improvements at Central Office.
- **Recycling Services.** Make recycling more available and affordable for small businesses, churches, daycares, and schools by leveraging the single-stream recycling program and approaches. Provide for recycling of shingles by collecting the shingles as a separate commodity at the landfill and then process them for use in hot-mix-asphalt road projects.
- **Environmental Education.** Improve adult environmental education by (1) surveying adults to assess level of understanding of EMS environmental

issues, (2) developing education program to address significant gaps in understanding, and (3) marketing educational programs to civic, trade, and other business groups.

**Remain cost-effective and sustainable.** MWA does not charge its member communities per capita fees because we have long believed in –

- Providing programs that are as self-sustaining as possible; and
- Educating customers – residential and commercial – that waste and recycling are a utility that have costs associated with them that are the responsibility of the user (generator). The services provided by MWA should be viewed as a utility just like water, electricity, or sewer.

The size of MWA's service area has provided many opportunities for economies of scale. Now, with the 2009 purchase of North Dallas Landfill (now known as Metro Park West), there are even more opportunities to expand services and gain additional economies of scale. The larger the service area – or the more regional its approach – the more the costs of providing services are able to be maintained and kept low for all partners. This is best showcased in the way MWA operates its Regional Collection Center, which now provides services in 20 counties.

**Maintain and expand role in providing regional environmental solutions.**

Challenges in reducing waste, recovering valuable materials in the waste stream, and waste management are ever present in an evolving society where new products, processes, and expectations are a constant. In the coming years, MWA will need to play a leadership role in educating the public and finding convenient, cost-effective, environmentally sound solutions in areas such as—

- the disposal and recycling of compact fluorescent lamps
- reduction and recycling of construction and demolition waste
- opportunities for additional household hazardous waste collection, recycling and yard waste management

MWA has met these challenges in the 2009-2011 Strategic Business Plan. We are committed to this Plan and will help MWA staff through our policy-making process in implementing the goals and objectives set forth.


Approved on behalf of the Board by:

  
\_\_\_\_\_  
Stacey Warren, MWA Chair of the Board

9-1-09  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Gary Welch, MWA Vice Chair of the Board

9-1-09  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Thomas B. Hadden III, MWA Executive Director

9-1-09  
\_\_\_\_\_  
Date

## Mission, Vision, Values

### **Mission Statement**

Metro Waste Authority is the leader in environmental stewardship and cost-effective waste management.

### **Vision Statement**

Metro Waste Authority's vision statement is "No wasted resources."

This means we work to fulfill our mission without wasting environmental, financial or people resources. Establishing partnerships and maintaining sustainability are a primary way we can fulfill our vision.

### **Values**

The following values explain the core nature of Metro Waste Authority. They describe how we behave and how we interact with each other and our customers.

#### ***Leadership***

Metro Waste Authority is committed to demonstrating its leadership in the solid waste industry and overall environmental stewardship through the use of proven state-of-the-art technology, and by establishing public-private partnerships and working cooperatively with our member communities.

#### ***Excellence***

Employees are focused on continuous improvement, on maintaining the highest standards for customer service, and on making every effort to improve the quality of the programs, services and facilities we manage.

#### ***Integrity***

Metro Waste Authority has high ethical standards, and employees go about their work in a manner that is open, honest, accountable, and transparent.

#### ***Passion***

Our employees are passionate about many things: Metro Waste Authority, serving our customers, improving the environment and the quality of life in Central Iowa, and providing top notch, cost-effective programs for all our customers.

## Key Result Areas

Metro Waste Authority focuses its strategic efforts to achieve results in the following areas:

- Environmental Integrity
- Internal Operations
- External Services and Programs
- Employees
- Communication

**Environmental Integrity** encompasses internal compliance with regulations, consistency across the state, legislative initiatives, enforcement, environmental improvement and protection – both internally and externally – and rules and regulations. Improving the environment is at the core of what MWA does.

**Internal Operations** incorporates MWA's core business operations, its facilities, properties and administrative and operational processes and systems. Technology, research, continuous improvement and revenue generation are also included in this Key Result Area.

MWA's hazardous waste and recycling programs, as well as its relationships with its customers, contractors, businesses, and residents are incorporated into the Key Result Area for **External Services and Programs**. Partnerships and MWA's school programs, consulting services, and continuous monitoring of programs are also considered here.

MWA is committed to its employees, both union and administrative, and understands that MWA's success is directly connected to their passion and excellence – they are valued assets. Their growth and development, knowledge retention for the agency, and effective recruitment and retention are covered in this **Employee** Key Result Area. It includes full- and part-time staff, as well as interns and temporary workers.

**Communication** crosses all facility and departmental boundaries, and supports operations, programs, and services provided by MWA. This Key Result Area recognizes the need to provide ongoing education and awareness for all of MWA's internal and external stakeholders, including board members, employees, news media, regulators, neighbors, cities and counties, and residents.

## Situation Analysis – Strengths, Weaknesses, Opportunities, Threats

The situation analysis is a regular part of the MWA strategic planning process. This information, commonly referred to as a SWOT analysis, informs the goals and objectives developed for the strategic business plan.

The following is a summary of the SWOT analysis performed by staff that identifies the *strengths* and *weaknesses* within our organization and the *opportunities* and *threats* within the solid waste industry.

### Strengths in the Organization

- MWA Board members are interested and committed to solid waste and environmental issues and solutions.
- Recognized leader among Iowa solid waste officials for setting high standards for regulatory compliance and environmental stewardship.
- Recognized as a resource and partner by local and state policy decision-makers, as well as a variety of organizations with solid waste and environmental interests.
- Positioned to address environmental issues in Central Iowa that are not a priority for other regional agencies, including watershed initiatives.
- Ability to be forward looking and visionary in program development and implementation.
- Positioned to provide regional environmental and solid waste services with certain aspects of MWA's programs.
- Successful in developing, adapting and providing innovative solutions to service area needs.
- Strong public education through schools and the media.
- Customer service oriented.
- Committed to an Environmental Management System (EMS) for continuous quality improvement in all aspects of operations.
- Strong, well-educated leadership at multiple levels of management.
- Empowered employees who are accountable, collaborative, dedicated, professional, ethically and fiscally responsible and help foster MWA success as a whole.

- Serve a leadership role in industry-related trade associations, professional societies, and community groups.
- Ability to retain quality staff long-term.
- Committed to staff development in terms of continued training and education.
- Strong financial position with forward looking planning, cost management, and cost controls.
- Competitive cost for solid waste disposal in the state of Iowa.
- Landfill capacity for several decades in the future.
- High quality facilities and programs that exceed environmental regulations and strive to be “good neighbors”.
- Facilities and programs are consistently being reviewed, enhanced and improved, several of which have received national recognition for excellence.
- Active partner in legislative initiatives related to solid waste and the environment.

### **Weaknesses in the Organization**

- Physical distance between facilities and differences in purpose for each facility can make holistic thinking by staff members difficult.
- Not all employees have similar access to communications tools, e.g. email or knowledge of all MWA programs/services.
- MWA contributions (distribution of funds and services) to the communities are not always known by community members.
- Sometimes difficult to “act like a business” when structured as a governmental agency.
- Not always able to react to situations and make decisions as rapidly as private companies.
- Physical conditions and location of composting facilities are not optimal for meeting the composting needs of the service area, or maintaining high environmental standards.

- Facilities and program economics are dependent on quantities of waste generated and revenues from waste sent to disposal. MWA does not charge its member communities a per capita fee.

## **Opportunities in the Industry**

- Receipt of EMS designation and implementation of EMS legislation will further MWA's mission of being a leader in environmental stewardship and cost-effective waste management.
- Leverage MWA's vision of "No wasted resources" and capabilities to increase environmental awareness among the general population in regards to "growing green".
- Further establish MWA as a resource to those pursuing or interested in LEED<sup>®</sup> (Leadership in Energy and Environmental Design - Green Building Rating System<sup>™</sup>) requirements.
- Further establish MWA as being a leader in environmental stewardship for Central Iowa.
- Provide leadership and advocate for environmental enforcement.
- Potential to increase revenue at Metro Park West Landfill (MPW) by capturing existing waste streams and special or new waste streams, and assisting other service areas in meeting waste disposal needs.
- Develop MPW to come in line with other MWA facilities.
- Establish new relationships and partnerships in the area serviced by MPW.
- Increased waste recycling and diversion via single-stream recycling (automated residential recycling) and siting of a MRF (Material Recovery Facility).
- Steer some of our programs more towards risk management and long-term sustainable practices – capitalize on special waste.
- Upgrade facilities to accommodate future growth, be a "good neighbor", and improve safety.
- Movements on alternative energy and conversion technologies are increasing, allowing for potential expansion of services and implementation of technology that could better meet communities' needs, if done cost-effectively.

- Play a role in natural resource preservation with land development/growth that is occurring in MWA's service area.
- Play a role in future legislation and regulation to provide increased accountability and enforcement of environmental regulations.
- Recent Supreme Court ruling makes it possible to mandate disposal of waste at a publicly owned and operated facility.

### **Threats to the Industry**

- Revenue tied to waste generation, whereas programs and services of MWA are geared toward waste reduction or diversion.
- Current economic and energy situation in the United States may decrease the quantity of waste being generated, which could result in lower program revenues.
- Current economic conditions have depressed commodities markets, including those for recyclables, making recycling less economical.
- Need to always keep costs competitive to sustain facilities, programs, and services.
- Competing interests in MWA's service area have different agendas. They may implement programs or services that are in conflict/competition with or impact the economics of MWA programs.
- Failure in the solid waste management industry, either upstream or downstream from MWA operations, can degrade our image.
- Regulatory agencies have limited resources and are ineffective at enforcing environmental laws.

## Goals and Objectives – 2009-2011

The 2009-2011 goals and objectives are aligned with or address –

- challenges from the MWA Board of Directors
- mission, vision, and values
- key result areas
- strengths, weaknesses, opportunities, and threats

### **Key Result Area: Environmental Integrity**

**Environmental Integrity** encompasses internal compliance with regulations, consistency across the state, legislative initiatives, enforcement, environmental improvement and protection – both internally and externally – and rules and regulations. Improving the environment is at the core of what MWA does.

#### **Goal A1: Influence and develop new legislation and regulation on solid waste management and product stewardship that promotes increased protection of the environment**

Objective a. By end of public comment period set by DNR, evaluate, develop, and provide input for more environmentally protective provisions to be included in the upcoming revisions to Chapter 101.

*Lead Employee: Director of Operations*

Objective b. Through participation in the Comprehensive Recycling Task Force commissioned by the Iowa State Legislature, explore approaches for enhancing and expanding recycling (e.g., expanding the Iowa Bottle Bill) by 12/31/09.

*Lead Employee: Executive Director*

#### **Goal A2: Ensure MWA's compliance with all applicable laws and regulations**

Objective a. By 6/30/09, perform environmental audit of MPE, MPW, MTS, and MCC.

*Lead Employee: Compliance Manager*

Objective b. By 6/30/10, identify, prioritize, and develop standard operating procedures for significant environmental processes.

*Lead Employee: Compliance Manager*

Objective c. By 10/30/09, review all required written plans and permits in order to verify that they meet laws and regulations, are effective, and are current.

*Lead Employee: Compliance Manager*

- Objective d. By 6/30/10, update all required written plans as determined by the plan review (Objective c above).  
*Lead Employee: Compliance Manager*
- Objective e. By 2/6/10, prepare and submit to DNR the MTS permit renewal application.  
*Lead Employee: Director of Operations*
- Objective f. By 4/6/10, develop and implement plans for environmental compliance for stormwater (erosion control and sedimentation), cover, closure, and leachate management at MPW.  
*Lead Employee: Director of Operations*
- Objective g. By 4/6/10, develop and implement a solid waste acceptance and exclusion plan for MPW.  
*Lead Employee: Director of Operations*
- Objective h. By 1/1/10, capture and maintain waste flow as provided under DNR regulations and waste flow agreements.  
*Lead Employee: Compliance Manager*
- Objective i. By 6/30/11, make improvements to the MCC compost pad and stormwater management system.  
*Lead Employee: Compliance Manager*
- Objective j. By 4/6/10, prepare and submit to DNR the MPW permit renewal application.  
*Lead Employee: Director of Operations*
- Goal A3: Participate in DNR's Environmental Management System (EMS) for solid waste planning areas to encourage responsible environmental management and solid waste disposal. Enhance efforts to promote environmental stewardship of every aspect of the environmental footprint of our service area.**
- Objective a. By 8/31/09, apply for EMS designation during the first year of the program through the application process being established by DNR.  
*Lead Employee: Public Affairs Director*
- Objective b. Be a key player in the implementation on the EMS legislation through participation on the Solid Waste Alternatives Program Advisory Council.  
*Lead Employee: Executive Director*

- Objective c. By 8/31/09, establish MWA's baseline and fence line for the six requirements for an EMS designation: yard waste management, hazardous household waste, water quality improvement, greenhouse gas reduction, recycling services, and environmental education.  
*Lead Employee: Public Affairs Director*
- Objective d. By 9/30/09, develop EMS continuous improvement plan (including objectives, timelines and measures of success) for the six required EMS areas.  
*Lead Employee: Public Affairs Director*
- Objective e. By 12/31/09, integrate MWA's IMPACT program into the overall EMS continuous improvement plan.  
*Lead Employee: Public Affairs Director*
- Objective f. By 7/1/09, update current Comprehensive Plan for solid waste planning area to ensure compliance with both regulatory frameworks (waste diversion versus EMS) as the EMS legislation is implemented.  
*Lead Employee: Public Affairs Director*
- Objective g. By 6/30/10, evaluate partnership with South Dallas Landfill to determine whether to continue relationships and/or to identify areas for improvement.  
*Lead Employee: Executive Director*
- Objective h. By 12/31/09, identify and transfer successes of MWA's IMPACT program to DNR's EMS.  
*Lead Employee: Public Affairs Director*
- Objective i. By 6/30/10, explore how MWA might help satellite areas meet EMS criteria through regionalized programs and services provided through RCC.  
*Lead Employee: RCC Facility Manager*

## **Key Result Area: Internal Operations**

**Internal Operations** incorporates MWA's core business operations, its facilities, properties and administrative and operational processes and systems. Technology, research, continuous improvement and revenue generation are also included in this Key Result Area.

### **Goal B1: Project professional image through facilities and equipment**

- Objective a. By 1/1/11, develop facility maintenance guidelines.  
*Lead Employee: Director of Operations*
- Objective b. By 1/1/11, develop equipment appearance guidelines.  
*Lead Employee: Director of Operations*
- Objective c. By 6/3/11, implement appearance and facility maintenance guidelines.  
*Lead Employee: Operations Manager*
- Objective d. By 6/30/10, install landscape berms and visual elements for Phase 2 disposal area.  
*Lead Employee: Operations Manager*
- Objective e. By 10/1/10, install facility sign on northern face of building at MTS.  
*Lead Employee: Director of Operations*
- Objective f. By 11/30/09, evaluate and develop plan to make cost-effective improvements to MCC that reflect MWA's aesthetic expectations.  
*Lead Employee: Director of Operations*

### **Goal B2: Continually improve internal policies and procedures**

- Objective a. By 10/1/10, design and install tornado shelters at each facility.  
*Lead Employee: MPE Executive Administrative Assistant*
- Objective a. By 10/1/09, develop baseline and goals for airspace utilization at MPW.  
*Lead Employee: Director of Operations*
- Objective b. By 6/30/10, develop internal MWA business continuity plan in the event of a disaster for each critical MWA facility.  
*Lead Employee: Environmental Compliance Consultant*
- Objective c. By 10/30/09, develop and implement a cash management plan for anticipated large capital expenditures over the next 5 to 10 years.  
*Lead Employee: Chief Financial Officer*

Objective d. By 12/31/09, develop a comprehensive facility inspection program for MTS, MPW, and MCC.

*Lead Employee: Compliance Manager*

**Goal B3: Explore more effective, innovative technologies**

Objective a. By 12/30/10, research alternative energy sources for RCC.

*Lead Employee: Facility Manager*

Objective b. By 7/1/10, determine viability of utilizing landfill gas as alternative to propane for heating MPE maintenance building.

*Lead Employee: Director of Operations*

Objective c. By 12/31/09, determine viability of utilizing landfill gas as alternative to propane for heating MPW maintenance building.

*Lead Employee: Director of Operations*

Objective d. By 12/1/09, research and develop alternative cost effective solution(s) for the Prairie Meadows animal bedding.

*Lead Employee: Director of Operations*

Objective e. Remain informed on new/evolving technologies (e.g., construction and demolition recycling approaches) and evaluate and implement those that have potential.

*Lead Employee: Executive Director*

Objective f. By 12/31/09, evaluate feasibility of alternative energy production using industrial waste streams received by MPE landfill.

*Lead Employee: Environmental Compliance Consultant*

**Goal B4: Maintain stable rate structure through continuous review of operational efficiencies and cost-effectiveness**

Objective b. By 11/1/09, construct Phase 2 Cell B disposal area at MPE.

*Lead Employee: Director of Operations*

Objective c. By 12/1/09, develop standard operating procedures for daily cell operations that maximize landfill compaction and reduce volumetric cover materials.

*Lead Employee: Operations Manager*

- Objective d. By 7/1/10, increase airspace utilization factor (AUF) from 1,300 to 1,350 pounds per calendar year.  
*Lead Employee: Operations Manager*
- Objective e. By 6/30/11, evaluate/determine currently outsourced environmental services at MTS, MPE, and MCC that might be internalized to reduce costs.  
*Lead Employee: Compliance Manager*
- Objective f. By 6/30/10, identify issues and options for the MTS facility and operations to effectively handle tonnage projections for next 10 years.  
*Lead Employee: Director of Operations*
- Objective g. By 6/30/11, identify issues and options for the MPE facility and operations to effectively handle tonnage projections for next 10 years.  
*Lead Employee: Director of Operations*
- Objective h. By 10/30/09, establish rate structure (e.g., hauler rebates, special waste, e-waste) for MWA.  
*Lead Employee: Director of Operations*
- Objective i. By 10/30/09, establish a sinking fund and capital fund for MPW.  
*Lead Employee: Director of Operations*
- Objective j. By 6/30/10, identify issues and options for the MCC facility and operations to effectively handle tonnage projections for next 10 years.  
*Lead Employee: Director of Operations*
- Objective k. By 10/1/09, review fleet (dozer, compactors, loaders, scrapers) effectiveness to determine replacement and modernization program that optimizes efficiencies.  
*Lead Employee: Director of Operations*

**Goal B5: Maintain and continually improve our impact on the environment**

- Objective a. Evaluate potential to capture runoff for zero-discharge from MWA facility roof tops by 7/1/10.  
*Lead Employee: Operations Manager*
- Objective b. By 6/30/10, explore and implement cost-effective energy and resource conservation practices at RCC.  
*Lead Employee: RCC Facility Manager*

- Objective c. By 6/30/10, explore and implement cost-effective energy and resource conservation practices at 300 E. Locust site.  
*Lead Employee: Program Manager*
- Objective d. By 6/30/11, explore and implement cost-effective energy and resource conservation practices at MPE, MTS, and MCC.  
*Lead Employee: Director of Operations*
- Objective e. By 6/30/11, develop and implement wetland maintenance plan at RCC.  
*Lead Employee: RCC Facility Manager*
- Objective f. By 9/1/10, design and install a wetland area at MPE east berm to promote infiltration and retain stormwater and tileflows.  
*Lead Employee: Operations Manager*
- Objective g. By 12/31/10, install additional Landfill-Gas-to-Energy facility at MPE to provide additional renewable energy to the power grid.  
*Lead Employee: Director of Operations*
- Objective h. By 12/31/09, develop IMPACT Objectives and Targets to improve MWA's environmental stewardship at each fence line facility.  
*Lead Employee: IMPACT EMR*

**Goal B6. Provide competitive office space and amenities to maintain tenants at 300 E. Locust site thereby ensuring cost-effective office space for MWA Central Office.**

- Objective a. Evaluate Central Office building expansion to accommodate growth by 6/30/10.  
*Lead Employee: Executive Director*
- Objective b. By 8/1/09, arrange for additional parking options for occupants to free up "on street" parking for occupant clients.  
*Lead Employee: Executive Administrative Assistant*

## **Key Result Area: External Services and Programs**

MWA's hazardous waste and recycling programs, as well as its relationships with its customers, contractors, businesses, and residents are incorporated into the Key Result Area for **External Services and Programs**. Partnerships and MWA's school programs, consulting services, and continuous monitoring of programs are also considered here.

### **Goal C1: Develop and maintain effective programs and services that support a regional approach**

- Objective a. By 7/1/09, launch single-stream residential curbside recycling program throughout MWA service area.  
*Lead Employee: Public Affairs Director*
- Objective b. Following the launch of the single-stream recycling program, work with single-stream hauler and/or processor to develop and launch a small business single-stream recycling program by 9/30/09.  
*Lead Employee: Program Manager*
- Objective c. Following the launch of the single-stream recycling program, work with single-stream hauler and/or processor to develop and launch a school recycling program by 6/30/10.  
*Lead Employee: Program Manager and Education Specialist*
- Objective d. By 6/30/10, determine methods to measure the impact of current school education program and identify next steps.  
*Lead Employee: Executive Director*
- Objective e. By 6/30/10, develop timeline, path-forward and strategy for implementation of regional MWA community disaster debris management plan.  
*Lead Employee: Environmental Compliance Consultant*
- Objective f. By 6/30/10, develop pro forma for an MWA-owned and operated solid waste collection system that is self-supporting and able to serve construction and demolition and special waste customers.  
*Lead Employee: Director of Operations*
- Objective g. By 9/1/10, establish baseline and benchmarks for customer service at MPW.  
*Lead Employee: Director of Operations*
- Objective h. By 6/30/10, develop conceptual plan to handle 30-year waste generation projections for MWA service area.  
*Lead Employee: Director of Operations*

Objective i. By 12/31/09, evaluate alternative, cost-effective locations for the Metro Recycling Center.

*Lead Employee: Executive Director*

Objective j. By 12/31/09, evaluate a “two tier” RCC satellite service option of disposal only versus an all inclusive program.

*Lead Employee: RCC Facility Manager*

Objective k. By 12/31/09, launch a pilot program on shingle recycling for use in hot-mix-asphalt road projects.

*Lead Employee: Executive Director*

Objective l. By 6/30/10, develop plan to prepare for potential reduction of RCC satellite partners and associated revenues.

*Lead Employee: RCC Facility Manager*

**Goal C2: Expand participation in environmentally responsible, cost-effective programs**

Objective a. Offer premium Compost It! automated yard waste program to all Compost It! communities annually by December 1.

*Lead Employee: Program Manager*

Objective b. By 6/30/10, evaluate expanding existing environmental programs and services to other MWA facilities to increase participation and effectiveness. (e.g. collection of oil, batteries, white goods, e-waste, CFL's, etc)

*Lead Employee: Director of Operations and RCC Facility Manager*

Objective c. By 6/30/11, evaluate expanding environmental programs and services to MPW facilities.

*Lead Employee: Executive Director*

Objective d. By 6/30/10, review potential to partner with a western community to host an RCC satellite site.

*Lead Employee: Executive Director*

**Goal C3. Serve as a resource for environmental solutions and the green movement within Central Iowa.**

Objective a. In partnership with Keep Iowa Beautiful and the Iowa Grocery Industry Association, develop an educational campaign to promote the use of reusable shopping bags and the recycling of plastic and paper shopping bags for the purpose of reducing waste and litter by 6/30/10.

*Lead Employee: Public Affairs Director*

Objective b. By 6/30/10, provide guides, reference materials, technical guidance, referrals, and other information to help Central Iowa government officials, community leaders, residents, media, and businesses with questions related to environmental protection and the green movement.

*Lead Employee: Public Affairs Director*

Objective c. By 6/30/10, promote the observation deck at MPE for educational programs.

*Lead Employee: Education Specialist*

Objective d. By 2/28/10, develop an Earth Day educational promotion to demonstrate MWA's role in environmental protection.

*Lead Employee: Public Affairs Director*

Objective e. By 6/30/10, work with the building industry to identify, promote, and implement best practices and approaches that maximize C&D recycling in a cost-effective and environmentally sound manner.

*Lead Employee: Executive Director*

## **Key Result Area: Employees**

MWA is committed to its employees, both union and administrative, and understands that MWA's success is directly connected to their passion and excellence – they are valued assets. Their growth and development, knowledge retention for the agency, and effective recruitment and retention are covered in this **Employee** Key Result Area. It includes full- and part-time staff, as well as interns and temporary workers.

### **Goal D1: Hire, retain, and recognize quality employees**

Objective a. Evaluate and provide recommendation on current employee incentive program by 6/30/09.

*Lead Employee: Executive Director*

Objective b. By the end of each fiscal year, complete an internal review of benefit programs to maintain competitiveness in our market area. Includes consideration of Family and Medical Leave Act benefits, wellness program, a potential smoking cessation program

*Lead Employee: Chief Financial Officer*

### **Goal D2: Provide opportunities for employee growth and development**

Objective a. By 6/30/09, incorporate professional development planning into the performance appraisal process for employees.

*Lead Employee: Executive Director*

### **Goal D3: Maintain a high-performance workplace**

Objective a. By June of each year, review MWA customer service standards with all employees.

*Lead Employee: Executive Director*

Objective b. By 1/31/10, review and audit employee work tasks to ensure compliance with MWA's safety program.

*Lead Employee: MPE Executive Administrative Assistant*

Objective c. By 3/31/10, develop comprehensive training program for employees based on MWA's safety program.

*Lead Employee: MPE Executive Administrative Assistant*

## **Key Result Area: Communication**

**Communication** crosses all facility and departmental boundaries, and supports operations, programs, and services provided by MWA. This Key Result Area recognizes the need to provide ongoing education and awareness for all of MWA's internal and external stakeholders, including board members, employees, news media, regulators, neighbors, cities and counties, and residents.

### **Goal E1: Increase awareness of MWA programs and services among key stakeholders**

Objective a. Starting 1/1/10, provide opportunities for city staff (frontline, city administrators/clerks, public works) to learn about MWA programs and provide feedback on how MWA can better assist them in answering resident questions and keeping residents informed.

*Lead Employee: Public Affairs Director*

Objective b. By 6/30/10, increase RCC presentations within communities.

*Lead Employee: RCC Facility Manager*

Objective c. By 12/31/09, explore the use of social media in educating area residents and implement those that meet strategic goals.

*Lead Employee: Public Affairs Director*

Objective d. By 6/30/10, partner with the Greater Des Moines Partnership and chambers of commerce to provide information and education on topics such as business recycling, CESQG, construction and demolition recycling, and environmental sustainability.

*Lead Employee: Program Manager*

Objective e. By 11/30/09, outline portfolio of communication materials and set priorities for development. This includes information on MPW, the new Curb It! program, as well as other new programs and services.

*Lead Employee: Public Relations Specialist*

Objective f. By 6/30/10, complete portfolio of communication materials outlined in Objective e, and distribute these materials to appropriate employees and external audiences.

*Lead Employee: Public Relations Specialist*

Objective g. By 10/31/09, host Board of Directors meeting at MPW for the purpose of further educating Board members on the facility and plans for growth and improvement.

*Lead Employee: Executive Director*

Objective a. By 6/30/09, establish relationships with MPW area city councils, civic groups and chambers.

*Lead Employee: Executive Director*

Objective h. On a quarterly basis, provide content on MWA programs and services to communities for use in each publication of their community newsletter and for use on their websites.

*Lead Employee: Public Relations Specialist*

**Goal E2: Promote MWA's environmental stewardship activities**

Objective b. Revise MWA fact sheets and other communication materials to demonstrate MWA commitment to environmental stewardship by 12/31/09.

*Lead Employee: Public Affairs Director*

Objective c. By 6/30/09, build relationships with MPW area reporters and pitch stories related to environmental and other improvements at the facility.

*Lead Employee: Public Relations Specialist*

Objective d. Pitch one story each quarter on MWA's environmental stewardship activities to the local print and broadcast media.

*Lead Employee: Public Relations Specialist*

**Goal E3: Formalize internal communication strategies**

Objective a. Update MWA graphic standards for MWA official correspondence and presentations and provide to staff by 12/31/09.

*Lead Employee: Public Relations Specialist*

Objective b. By 12/31/09, develop and ensure continued use and maintenance of communications plan by 12/31/09.

*Lead Employee: Public Affairs Director*

Objective c. By 10/31/09, conduct phone hunt group training to ensure continued high customer service standards and consistent communication about MWA facilities, programs, and services.

*Lead Employee: Public Affairs Director*

Objective d. Develop a formal internal employee communication program by 12/31/09.

*Lead Employee: Public Affairs Director*

## Accomplishments – 2008-2009

Based on the Strategic Business Plan for fiscal year 2008-2009, the following are the outcomes achieved by MWA staff. They are grouped by Key Result Area below.

### Environmental Integrity

- Developed and implemented an internal environmental audit system to ensure facility compliance with all applicable regulations.
- Helped set the framework for implementing the 2008 Environmental Management System law through participation in the Solid Waste Alternatives Program Advisory Committee.
- Modified cell development plan to reduce leachate infiltration due to rainfall and allow for freeze protection of liner by December in accordance with new regulatory requirements.
- Mitigated odor from the construction and demolition (C&D) fines alternative daily cover (ADC) pilot project area via the permanent final cover and active landfill gas extraction and destruction system. Involved redesign of extraction system and relocation of flare.
- Initiated feasibility assessment of waste-to-energy alternative fuels option and long-term partnership with City of Pella.

### Internal Operations

- Continued 15-year pattern of receiving clean financial audits.
- Implemented daily cover management program to maximize airspace utilization by effective usage of non-volume cover methods including spray-on cover and tarps.
- Began operation of Metro Park West (formerly North Dallas Landfill).
  - Secured zoning and conditional use permit for landfill expansion area.
  - Secured Iowa Department of Natural Resources (IDNR) operating permit.
  - Developed regulatory implementation plan.
  - Executed North Dallas Planning Area agreement, which provides for flow control, payment of debt, and lock in per capita fees for 10 years.
- Negotiated three-year contracts for hazardous waste disposal and recyclables as well as electronic waste, thereby solidifying current pricing for another two years with only a 3% increase in year three.

- Developed and submitted RCC household hazardous materials permit application internally, saving \$3,500.
- Internalized and completed the gravel drainage layer for phase 2A of cell development at MPE.
- Recirculated millions of gallons of leachate into phase 2A at MPE.
- Implemented global positioning system (GPS)-based Computer Aided Earth-moving System (CAES) at MPE and MPW.
- Bid, constructed and implemented wheel wash station at MPE.
- Installed significant erosion and sediment structures to MPE farmland.
- Developed MPE cell 2B-West in advance of original schedule to ensure available airspace for solid waste disposal.
- Developed plan to make improvements to MCC.
- Developed a new, improved design for the loader push blade at MTS to better handle the forces applied.
- Implemented multiple improvements at 300 E. Locust to reduce energy consumption and waste, and increase recycling.
  - Installed reverse osmosis water treatment system, eliminating bottled water usage and waste.
  - Reduced the use of disposal tableware, and thereby reduce waste, through the purchase and use of glass plates, recycled glass mugs, silverware, and glasses.
  - Installed energy miser units on the soda and snack vending equipment, reducing energy usage.
  - Implemented toner cartridge recycling program.
  - Installed photo cell lighting in all exterior light fixtures, reducing energy usage and eliminating the manpower to time-set the lights.
  - Installed energy efficient XLERATOR hand dryers in first floor restrooms, reducing paper towel waste by 33 percent.
  - Promoted paper recycling with all tenants in the building, increasing recycling.
- Implemented SmeadSort integrated records management system for the purpose of improving efficiencies and streamlining manual record keeping processes.
- Secured single stream materials recovery facility through Curb It! recycling program that will be an asset for all of Central Iowa in increasing access, affordability, and ease in recycling.

## **External Services and Programs**

- Successfully negotiated the purchase of North Dallas Landfill, securing a landfill to serve the future growth of the metropolitan's western suburbs.
- Rolled out single-stream recycling to more than 75,000 residents in the MWA service area.
- Successfully responded and was awarded the contract for disposal of the Adair County solid waste. Tonnage (5,000 tons per year) will be delivered to MPW.
- Increased RCC participation over last year by 7% through ongoing public relations and education.
- Established battery recycling program for Iowa's Capitol building.
- Continued CESQG growth, increasing revenues by 34% over last year.
- Secured three-year satellite contract with Harrison County, supplementing RCC revenues by \$14,000.
- Received high satisfaction ratings in survey of satellite partners regarding services provided by RCC.
- Constructed the Regional Salt Storage Facility to provide year-round supplemental storage of salt, allowing member communities the ability to purchase sufficient salt for the winter season during non-peak pricing months.
- Added three more retail sites for wholesale compost customers to purchase MWA Turf Gold Premium Compost.
- Reached 10,504 students in 74 schools with environmental education on recycling, waste management, and watershed protection.
- Successfully recycled the following items currently banned from Iowa landfills.
  - 426.29 tons of appliances
  - 33,000 passenger tires
  - 425,188 pounds of electronics waste
  - 52,580 gallons of motor oil
  - 30,385 tons of yard waste
- Continued MWA Grant Program, providing nearly \$50,000 in reimbursements towards more than 20 community projects on recycling, beautification, and watershed protection.

- Through “Watershed Connections” grant program, an MWA/Growing Green Communities (GGC) initiative, provided funds for sustainable watershed improvements in our service area. One \$10,000 and one \$15,000 grant were awarded for projects undertaken by the City of Des Moines and Polk County Conservation.
- Renewed agreements with North Dallas and South Dallas landfills to manage flow control and accurately track waste diversion at all three sites.

## **Employees**

- Implemented new medical insurance saving \$368,000 per year.
- Hosted all employee meeting to keep employees at all levels and locations informed of MWA initiatives.

## **Communications**

- Expanded community education to include presentations by RCC staff. Resulted in over 20 groups receiving information on RCC and CESQG.
- Educated residents in the service area on single-stream recycling.
- Kept Board of Directors apprised of MWA programs and initiatives through featured presentations at Board meetings and an annual tour of the landfill.
- Erected entrance sign at the intersection of Highway 65 and Prairie Drive for the Regional Collection Center for Household Hazardous Waste.
- Teamed up with KFMG 99.1 FM to present “Green Matters,” a bi-monthly talk radio program that addresses environmental matters relevant to Central Iowa.
- Ensured residents were aware of MWA programs, services, and collection delays through drive-time traffic announcements, monthly television commercials, newspaper advertisements, and community newsletter announcements.
- Established measurement methodologies to evaluate effectiveness of advertising and earned media coverage.
- Educated area LEED certified professionals on how MWA’s Premium Compost can be used to gain LEED certification points.
- Redesigned and upgraded [www.MWAtoday.com](http://www.MWAtoday.com) to provide easier access to great volumes of information, interactive applications, online transaction services, and video.

- Launched educational advertising campaign on best practices for construction and demolition waste recycling.
- Through the celebration of MWA's 40<sup>th</sup> Anniversary, highlighted MWA's commitment to inventing, reusing, and protecting through anniversary video, advertising, and media coverage.
- Developed "how to" education videos for Curb It! and Compost It! for use on MWA's website, community local access channels, and in classroom education.
- Developed guidance manuals for setting up event recycling and business recycling programs.
- Expanded resources available to businesses for recycling and other green practices through best practices and informational guides on the MWA website.
- Honored with *The Business Record* Best Recycling Award.

# Appendix

## MWA Background

As a regional government agency, MWA has served 23 Central Iowa communities and Polk County for 40 years with environmental programs and services that are innovative, cost-effective, award winning and technologically-advanced. The agency was formed pursuant to provisions of Chapter 28E, Code of Iowa. These communities constitute the service area of MWA—

### **Full Member Communities**

Ankeny	Grimes	Polk County (unincorporated)
Altoona	Johnston	Runnells
Bondurant	Mitchellville	Urbandale
Clive	Norwalk	West Des Moines
Des Moines	Pleasant Hill	Windsor Heights
Elkhart	Polk City	

### **Planning Member Communities**

Alleman	Carlisle	Hartford
Mingo	Prairie City	Sheldahl

MWA was established in 1969 and is managed by an executive director and governed by a board of directors, comprised of one elected official from each of its member communities. MWA has an annual budget of approximately \$20 million. While it is a public agency, it receives no tax dollars. Instead, it funds its programs and services through the fees paid by the customers who use its facilities and services.

### **SPECIAL NOTES:**

- In June 2009, MWA entered into a contractual arrangement to take solid waste at Metro Park West from Adair County service area, which closed its landfill as a result of the revised solid waste regulations. MWA charges the actual airspace cost of the waste, and is not responsible for transportation. MWA also does not provide Adair County with any other service or program that is currently offered to its member communities.
- In April 2009, MWA purchased North Dallas Landfill. The landfill was renamed Metro Park West. MWA has a contractual agreement with North Dallas Planning Commission to provide landfill services through Metro Park West for the city of Jefferson in Green County; and the cities of Dawson, Linden, Minburn, Perry, Redfield, and Waukee and the unincorporated area in Dallas County.
- In April 2007, MWA entered into a contractual arrangement to take solid waste at Metro Park East from Prairie Solid Waste Agency (PSWA) service area, which closed its landfill as a result of the implementation of federal landfill liner rules in

October 2007. MWA charges the actual airspace cost of the waste, and is not responsible for transportation. MWA also does not provide PSWA any other service or program that is currently offered to its member communities.

- MWA has maintained a contractual agreement with South Dallas County Landfill and North Dallas Regional Solid Waste Planning Commission to include them in MWA's comprehensive planning area. This means that MWA will submit one comprehensive plan on behalf of the entire area to DNR. The contract also outlines the guidelines for accepting waste from one another's service areas and the costs associated with it.

### **MWA Services and Programs**

- Landfilling
- Transfer Hauling
- Residential Curbside Recycling
- Drop-off Recycling Sites
- Technical Assistance for recycling and waste reduction
- Environmental Education
- Yard Waste Composting
- Select Organic Waste Composting
- Special Waste Disposal
- Scrap Tire Collection
- Household Hazardous Waste (HHW) Collection
- Household Hazardous Waste Mobile Unit Collection (includes service to several surrounding counties through a financial partnership)
- Hazardous Waste Management for Small Businesses

As state and federal laws were enacted over the years, MWA's responsibilities evolved from solely managing the landfill to offering its member communities a wide variety of integrated solid waste management services.

### **MWA Benefits for Member Communities**

- The development of the 28E agreement relieves the member communities of the responsibility of filing their own comprehensive plan with the State of Iowa. MWA files one comprehensive plan for its entire service area.
- MWA manages liability for all solid waste generated in its planning area through proper planning and supervision of landfill construction, operation and management.
- MWA assists member communities in establishing their solid waste collection and disposal programs, specifically in the areas of Request for Proposals, contract preparation and comparisons to other programs nationwide.

- MWA facilitates strong private sector competition in waste collection by having equal disposal access and charges.
- MWA optimizes the potential of the Metro Park East Landfill by extending the life of the current facility, which is a valuable asset to the Metro area.
- MWA negotiates contracts for best prices and provides access to an integrated solid waste management system including recycling, yard waste management, and HHW disposal – assisting member communities in complying with State recycling mandates.
- MWA develops information about the solid waste industry that can be distributed to member community residents through community newsletters, garbage/recycling haulers and the media.
- MWA serves as a leader in the solid waste industry nationwide, gaining recognition for our member communities.

## **Frequently Used Terms and Acronyms**

Below is a list of terms referenced in MWA's Business Plan and an explanation.

**28E** – Iowa Code Section 28E governs the establishment of regional government agencies such as Metro Waste Authority.

**C&D** – Construction and demolition waste is commonly referred to as C&D. This is material generated in the process of either constructing or demolishing homes, businesses, or infrastructure such as roads or highways. The material can include shingles, bricks, wood, and drywall. C&D is accepted at Metro Waste Authority's Metro Park East Landfill.

**CAES** – Computer Aided Earth-moving System.

**CESQG** – Conditionally Exempt Small Quantity Generator. A CESQG is a business that produces 220 pounds per month, or less, of hazardous waste. Metro Waste Authority's Regional Collection Center for Household Hazardous Waste is able to primarily assist these types of businesses.

**Closure and Post-Closure Costs** – Once a landfill stops accepting waste in an area, that area is closed; a landfill can close off some areas while still continuing to accept waste and landfilling in other areas. Once an entire landfill stops accepting waste, it is responsible for a number of environmental protection "closure" measures, including capping the cells and methane and leachate extraction. Post-closure care usually lasts for 30 years after the closure of a landfill. Municipal solid waste landfills like MWA's are required to accumulate funds toward their closure and post-closure costs throughout their operations.

**Compost It!** – MWA's yard waste recycling program. In 1989, the State Legislature banned yard waste from disposal in landfills. Until 2001, there was a number of yard waste bag and sticker programs in the metro area. At that time, MWA introduced Compost It! to end the confusion for residents and to better manage the flow of yard waste within its service area. As of June 2009, there are 12 communities that participate in the program. Since it debuted, MWA has increased the prices of bags and stickers only once. The material collected through Compost It! is brought to MWA's Metro Compost Center, where it is processed and turned into compost, which is sold. The revenue from compost sales helps offset MWA's increasing costs of collection and processing.

**Comprehensive Plan** – Each community in the state is required to file, every three years, a solid waste comprehensive plan with the Iowa Department of Natural Resources. One of the benefits of membership in MWA is that the agency files these required plans on behalf of its communities, relieving the obligation on them. MWA's last plan was submitted in 2006. The comprehensive plan is also how each agency's waste diversion progress is calculated.

**Curb It!** – The curbside residential recycling program managed by Metro Waste Authority. Close to 130,000 homes in the metro area are eligible to participate. Metro Waste Authority manages the collection of the materials through a contract with a private waste hauler, and the processing with another contractor. Residents recycle about 21,000 tons per year through Curb It!

**DNR** – The Iowa Department of Natural Resources, the primary regulatory agency that oversees solid waste issues throughout the state.

**EMS** – An Environmental Management System (EMS) consists of a set of management processes and procedures that allows an organization to analyze, control and reduce the environmental impact of its activities, products and services. It is a continuous improvement cycle.

**EPA** – U.S. Environmental Protection Agency, the federal regulatory agency that oversees solid waste issues throughout the nation.

**Financial Assurance** – These are the methods by which landfills demonstrate they have the funds available to them to cover closure and post-closure care. They can include bonds, loan guarantees, or cash.

**GPS** – Global Positioning System

**Growing Green Communities (GGC)** – GGC is a 501c(3) started by Metro Waste Authority in 2004. Since it began, the organization has focused on creating awareness about watershed planning and protection - specifically in growing urban areas in Central Iowa. The goal of the initiative is to work with community and business leaders to incorporate green concepts into new construction projects that will slow water down on site and cleanse it before it gets to the storm water sewers or the streams.

**Host Fees** – Voluntary payments made by MWA as part of its good neighbor policy. In 2008-2009, MWA paid \$475,040 in voluntary host fees to the City of Des Moines, City of Bondurant, the Camp Township Fire Department, Southeast Polk School District, and the Prairie City-Monroe School District. Since 1995, MWA has voluntarily contributed over \$2.8 million in host fees.

**Household hazardous waste** – Leftover household products that contain corrosive, toxic, ignitable, or reactive ingredients are considered to be "household hazardous waste" or "HHW." Products such as oil-based paints, cleaners, oils, batteries, and pesticides contain potentially hazardous ingredients and require special disposal. These items should not be poured down the drain or driveway, nor should they be disposed of in regular garbage. MWA's Regional Collection Center in Bondurant focuses on the proper management and disposal of HHW.

**IMPACT** – Metro Waste Authority’s environmental management system. The system was implemented over a two-year period from 2003 to 2005. The Metro Park East Landfill, the Regional Collection Center, and Central Office are the three facilities actively participating in the program, which aims to identify and quantify the organization’s impact on the environment. Negative impacts will be reduced and positive impacts enhanced.

**Member communities** – Those 16 communities and 1 county that sit on MWA’s Board of Directors and have voting rights. (Ankeny, Altoona, Bondurant, Clive, Des Moines, Elkhart, Grimes, Johnston, Mitchellville, Norwalk, Pleasant Hill, Polk City, Runnells, Urbandale, West Des Moines, Windsor Heights, and unincorporated Polk County). There are also six planning member communities that reside within our planning area that do not sit on MWA’s Board.

**MCC** – Metro Waste Authority’s Metro Compost Center

**MPE** – Metro Waste Authority’s Metro Park East Landfill

**MPW** – Metro Waste Authority’s Metro Park West Landfill

**MTS** – Metro Waste Authority’s Metro Transfer Station. The facility is not open to the public but is offered as a service to MWA’s residential waste haulers in the metro area.

**MWA** – Metro Waste Authority

**Per capita** – Charges by a solid waste agency to member communities to help offset the costs of providing programs and services (such as landfilling and recycling). Not every landfill charges these, but the fees across the state range from \$2.75 to \$25 per capita. MWA has never had, nor does it plan to have, per capita fees for its member communities.

**Phase 1** – The 212 acre disposal area encompassing the initial landfill area developed in the early 1970s when the Metro Park East Landfill first opened. The base liner varies as technological improvements in disposal systems advanced over the years. For example, unlined soil was an accepted standard at one time, replaced with a recompacted clay liner, and now an HDPE (type of plastic) composite liner is the standard. The HDPE liner is consistent with EPA Subtitle D (regulatory) standards. The Phase 1 disposal area closes in 2008.

**Phase 2** – A 268 acre disposal area that incorporates the latest in liner technology (HDPE composite liner). This area will be developed in 12 stages or cells to provide MWA’s member communities an environmentally safe disposal option until 2049. The first cell, Cell A, was constructed in 2006 and 2007 and began accepting waste in fall 2007. The second cell, Cell B, is under construction.

**Planning Member communities** – Communities that are included in MWA’s comprehensive plan but that do not have a voting member on MWA’s Board of Directors. These are Alleman, Carlisle, Hartford, Mingo, Prairie City, and Sheldahl.

**RCC** – MWA’s Regional Collection Center for Household Hazardous Waste, located in Bondurant. The facility provides disposal options to residents, businesses and schools with such items as varnishes, paints, cleaning supplies, electronics, compact fluorescent lamps (CFL) and yard/garden chemicals. The facility opened in 1994 and was the first of its kind in the state. In 1999, it was recognized by the Solid Waste Association of North America with Excellence in Special Waste Management.

**RFP** – Request for Proposals.

**Subtitle D** – Federal regulation requiring how landfills must be lined in order to protect groundwater; the law was passed in 1994 at the federal level. Iowa landfills had until October 1, 2007, to comply with the requirements.

**SWAP** – The Solid Waste Alternatives Program, administered by the DNR. This program is funded by landfill tipping fees and aims to support projects that reduce the amount of waste being landfilled in Iowa.

**Tipping fee** – The disposal fee charged to customers at a landfill. This can be a flat fee (\$6 per car, for example) or a per-ton fee (\$32 per ton).

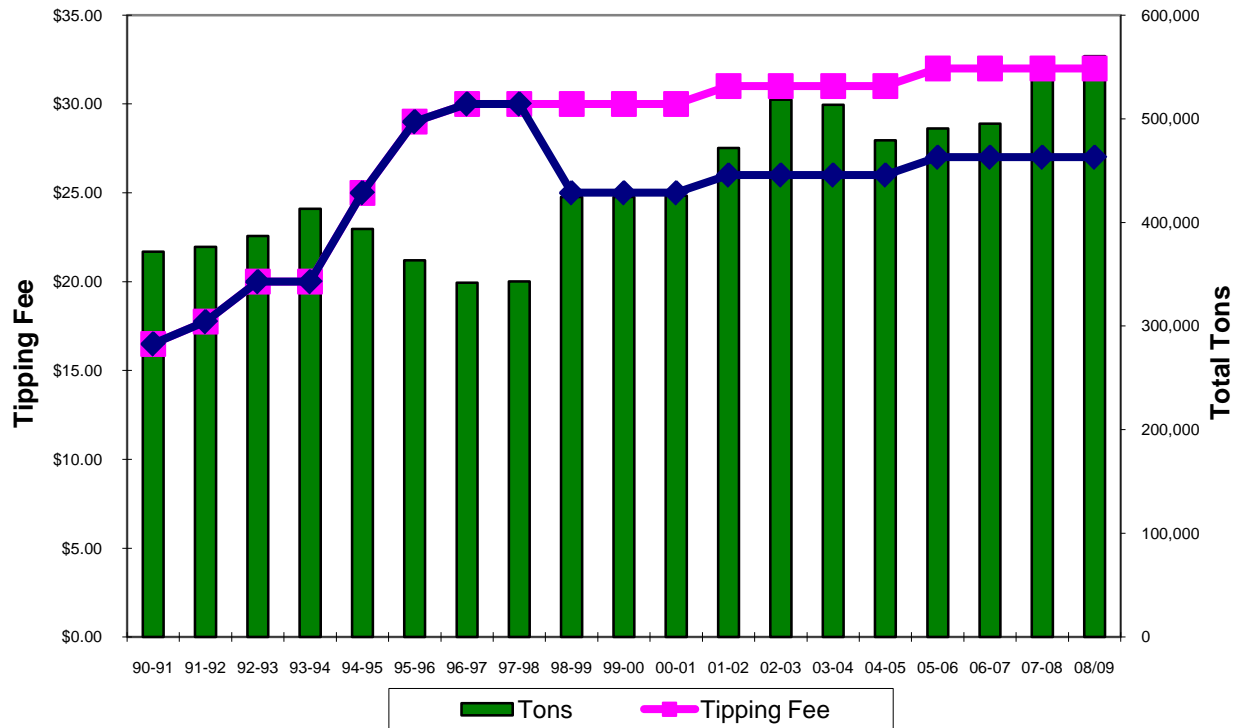
**Tonnage fee** – Per-ton fee paid to the DNR from each solid waste agency in Iowa. How much is paid is dependent on how successful the agency has been in meeting the DNR’s established waste diversion goals. With the largest public landfill in Iowa, MWA pays close to \$1 million each year. The fees are used by the state to cover such things as administrative costs, help support RCCs, and encourage waste diversion through low-interest loans.

**Waste Delivery Contract** – Agreements started in 1998 as a way for MWA to secure waste that was leaving its service area. For customers that deliver 2,500 tons to MWA facilities, they are eligible to receive a \$5 per ton discount for waste brought to the Metro Park East Landfill. Having such contracts in place allows MWA to be more accurate in its financial forecasting. At \$27 per ton for waste delivered to the landfill, rates for these customers are actually lower than they were eight years ago. MWA has returned approximately \$1.4 million per year in landfill rebates to its loyal customers.

**Waste diversion goal** – Established by DNR as part of the Groundwater Protection Act in 1989. A goal was set to reduce the amount of waste reaching landfills by 50 percent as compared to a 1988 baseline – and the goal was to reach 50 percent by the year 2000. This goal was not reached; tonnage fees are paid based on a solid waste agency’s official calculation of waste diversion.

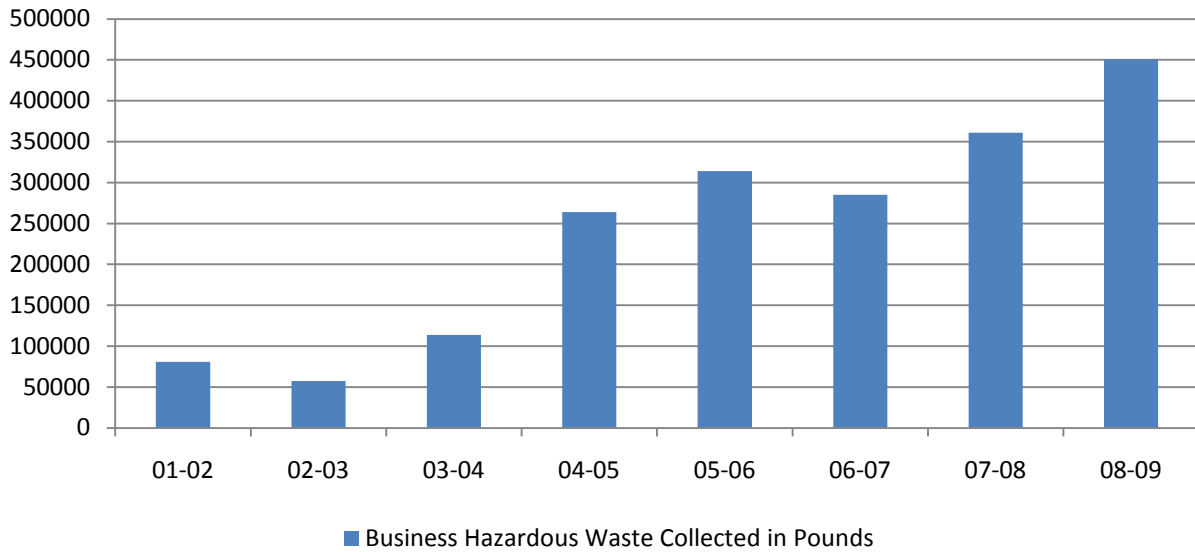
## Tonnage and Tipping Fee Histories for MWA Programs and Services

### MWA Tons vs. Tipping Fee

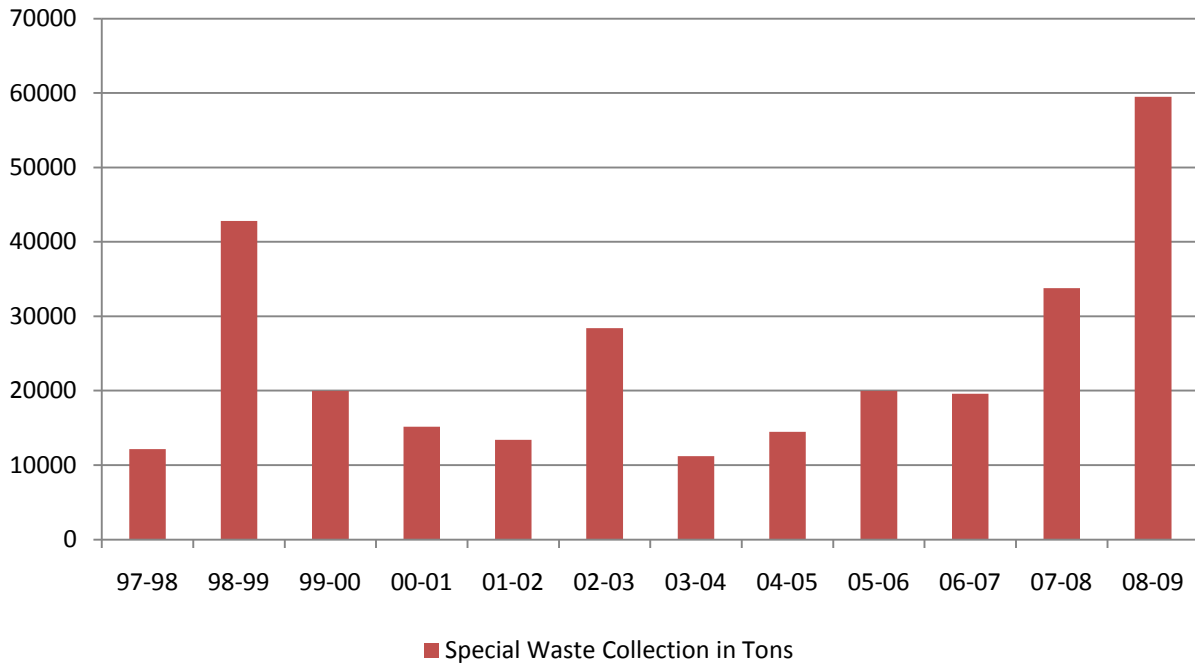


Year	Tipping Fee	Contracted Fee	Tons
90-91	\$16.50	\$16.50	371,663
91-92	\$17.75	\$17.75	376,437
92-93	\$20.00	\$20.00	386,836
93-94	\$20.00	\$20.00	413,158
94-95	\$25.00	\$25.00	393,650
95-96	\$29.00	\$29.00	363,485
96-97	\$30.00	\$30.00	341,852
97-98	\$30.00	\$30.00	342,980
98-99	\$30.00	\$25.00	424,532
99-00	\$30.00	\$25.00	424,582
00-01	\$30.00	\$25.00	425,826
01-02	\$31.00	\$26.00	471,732
02-03	\$31.00	\$26.00	518,392
03-04	\$31.00	\$26.00	513,567
04-05	\$31.00	\$26.00	479,094
05-06	\$32.00	\$27.00	490,598
06-07	\$32.00	\$27.00	495,203
07-08	\$32.00	\$27.00	552,349
08-09	\$32.00	\$27.00	560,468

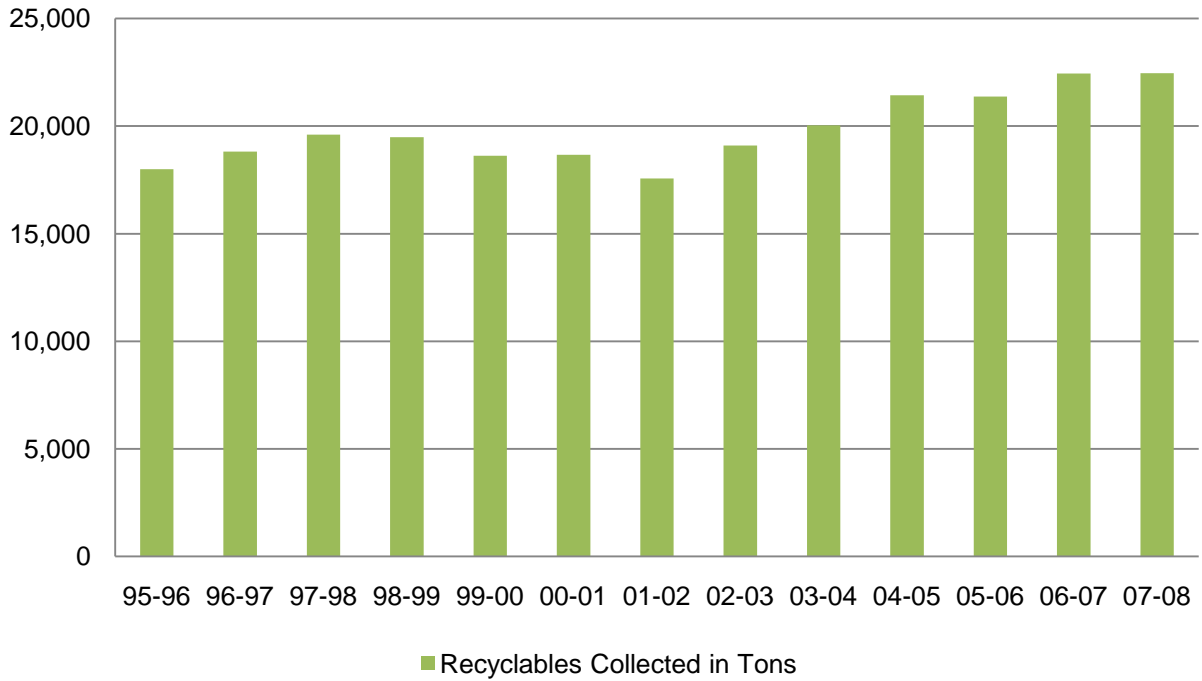
## Hazardous Waste Collected under CESQG



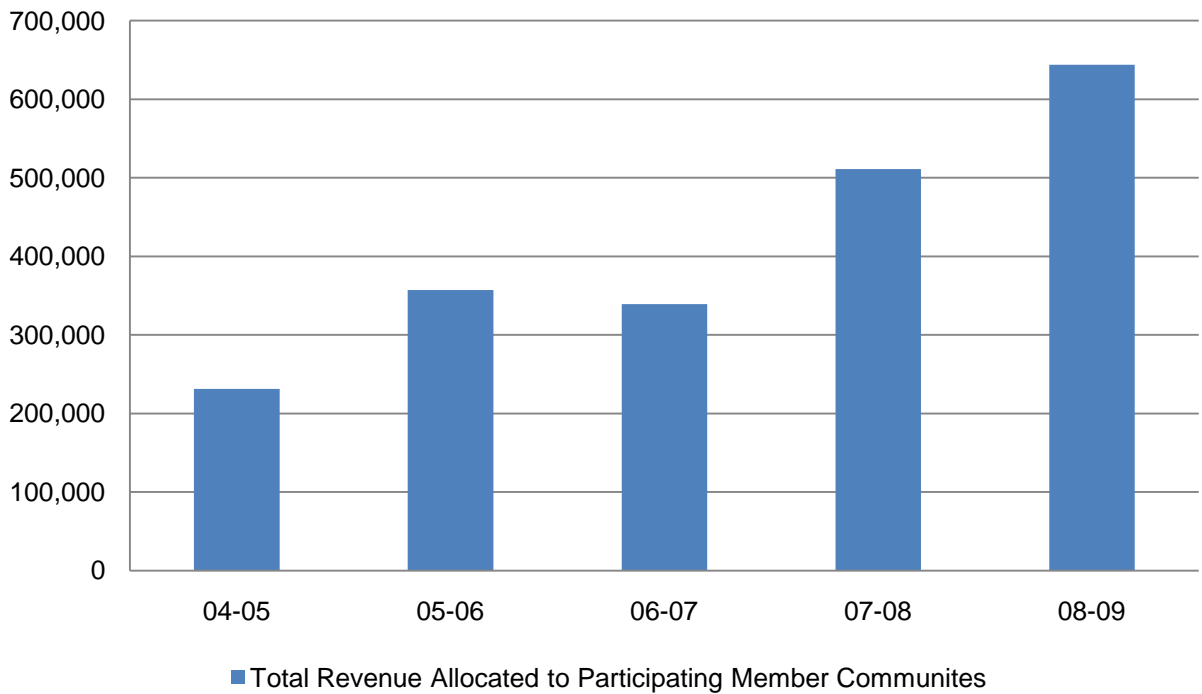
## Special Waste Collection in Tons



## Curb It! Tonnages



## Curb It! Revenue Sharing



## Compost It! Tonnages

