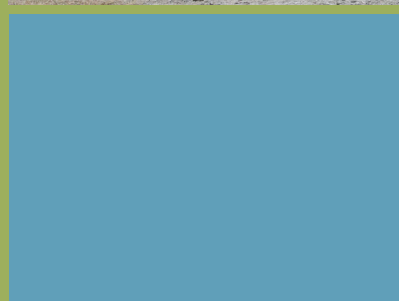


# STRATEGIC BUSINESS PLAN 2021-2022



## MISSION

Metro Waste Authority provides answers for safe and smart waste disposal and recycling.

## VISION

No wasted resources.

## OUR PROMISE

At Metro Waste Authority, we continually **evolve**, leading our industry and shaping our services with an eye on our vision “no wasted resources.” Recognizing we’re **better together**, we **team up** and **bring our best** to each challenge and opportunity. Count on everyone at MWA to **do what’s right** and **offer a smile and willing hand**.



## VALUES



### **Integrity**

Always do what's right.



### **Teamwork**

Collaborate!

Together, we will address opportunities and challenges.



### **Positivity**

Bring my best to every task, every day.

Bring out the best in my colleagues.



### **Innovation**

Forge a new path.

Evolve!



### **Leadership**

Set the example.

Everyone's a leader.

# EXECUTIVE SUMMARY

## Get to Know Metro Waste Authority

Our approach to managing Central Iowa's garbage, recycling, yard waste, hazardous waste, environmental education, as well as landfill management and solid waste transportation is regional, just as it was when the agency was formed in 1969, before regionalism was common. We're proud to offer all solid waste related services for 30 communities and two counties, thus minimizing the duplication of resources and keeping residents' and businesses' rates among the lowest in the country. Metro Waste Authority is an innovator, leader, and facilitator that keeps safe, smart disposal top-of-mind and easily achievable in Central Iowa.

## Behind the Scene

In 2021, our agency will open its largest facility since 1969, Metro Park East Landfill, a Metro Waste Authority owned and operated Material Recovery Facility (MRF), to process and sell recyclables. The facility will be a welcome addition to support recycling programs throughout Central Iowa, in a time when many are in jeopardy. As we prepare for this next endeavor, we continue our focus on providing the best waste solutions for the communities we serve, through dynamic programs and services that continually evolve to meet the growing needs of the region.

## A Look Ahead

As we prepare to open the MRF, there are many strategic objectives outlined in this plan to support this work. At the core of achieving our vision, "no wasted resources," we give significant consideration to the needs of our community. For this reason, every objective in the FY 2021-22 Strategic Business Plan focuses on providing top-notch programs and services to the residents and businesses of Central Iowa, which will require an investment in facilities, as well as employees. As a result, staff will focus on achieving these five simply stated, yet complex goals:

- Provide safe, smart recycling and disposal options for residents
- Provide safe, smart recycling and disposal options for businesses
- Introduce and maintain robust, innovative recycling programs
- Ensure each facility is an asset to our communities through maximum efficiency, innovation, and environmental protection
- Encourage employees to reach their fullest potential

While certainly not every objective is included in the pages to follow, those highlighted are intended to serve as a road map for where the organization heads. They will significantly impact the organization and our customers, and require a great deal of resources. Metro Waste Authority staff and board members are honored to have the opportunity to deliver exceptional programs and services, while exceeding the expectations of our customers in the year ahead.

# PROGRAMS & SERVICES

## Goal 1: Provide safe, smart recycling and disposal options for residents

- |   |         |                             |
|---|---------|-----------------------------|
| ■ Provide targeted recycling education to minimize contamination associated with the single stream recycling program.                                     | 03/2022 | Community Relations Manager |
| ■ Facilitate roundtable discussions with haulers to address community and industry challenges related to municipal solid waste, recycling and yard waste. | 06/2021 | Deputy Director             |
| ■ Bundle curbside solid waste, recycling, and yard waste services for municipal contracts managed by Metro Waste Authority.                               | 06/2022 | Deputy Director             |

## Goal 2: Provide safe, smart recycling and disposal options for businesses

- |   |         |                              |
|---|---------|------------------------------|
| ■ Address necessary modifications and opportunities to increase commercial recycling across the region.     | 12/2021 | Executive Director           |
| ■ Expand Construction & Demolition (C&D) recycling program in the region.                                   | 03/2022 | Business Development Manager |
| ■ Create and implement a business plan to promote the use of shingles accepted at Metro Park East Landfill. | 05/2021 | Business Development Manager |

## Goal 3: Introduce and maintain robust recycling services

- |  |         |                                     |
|--|---------|-------------------------------------|
| ■ Design and build Metro Waste Authority owned Material Recovery Facility (MRF).         | 10/2021 | Executive Director                  |
| ■ Establish key partnerships to successfully navigate the recycling commodity markets.   | 12/2021 | Director of Recycling and Diversion |
| ■ Develop system to divert glass successfully from landfill and single stream recycling. | 06/2021 | Director of Recycling and Diversion |

# FACILITIES

## Goal 1: Ensure each facility is innovative, efficient, and environmentally focused

■ Continually strive to manage leachate onsite at Metro Park East and Metro Park West with the use of innovation and internal operational improvements to control costs.	05/2022	Compliance Coordinator
■ Integrate use of data analysis and metrics across the organization to support programs, services and communication.	07/2021	Finance Administrator
■ Increase conservation efforts through innovative practices in partnership with local, state and federal agencies and non-profits.	09/2022	Executive Director
■ Assess pricing structure for all facilities and programs, including requests for extended hours.	04/2021	Finance Administrator
■ Detail an updated master plan for Metro Park East Landfill, including new traffic flow patterns, future programs and infrastructures.	06/2021	Compliance Coordinator
■ Maximize the use of alternative energy to ensure “no wasted resources.”	11/2022	Executive Director
■ Maximize office space at 300 E. Locust to accommodate the staff required to support programs and services.	06/2021	Executive Assistant

## Goal 2: Ensure each facility is an asset to our communities

■ Evaluate site locations for the potential to relocate the Metro Central Transfer Station.	04/2021	Executive Director
■ Develop an organization-wide natural disaster/crisis response plan.	11/2021	Compliance Coordinator
■ Offer a professional development training for teachers on the westside of the service area with a new satellite location.	07/2021	Education & Outreach Coordinator
■ Educate region regarding recycling partnerships available via Metro Waste Authority's Material Recovery Facility (MRF).	07/2021	Executive Director

# EMPLOYEES

## Goal 1: Create a work environment where employees are encouraged to reach their fullest potential

- |  |         |                         |
|--|---------|-------------------------|
| ■ Further integrate the agency's values through training and recognition tactics.                              | 12/2021 | Deputy Director         |
| ■ Create criteria for hiring new staff and evaluate employees' performance based on values.                    | 07/2021 | Human Resources Manager |
| ■ Develop internal strategy to ensure all staff has necessary information to work efficiently and effectively. | 12/2021 | Human Resources Manager |



**Metro Waste Authority**

*We Know Where It Should Go*



[www.WhereItShouldGo.com](http://www.WhereItShouldGo.com) | 515.244.0021