

STRATEGIC BUSINESS PLAN 2023-2024



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

We're proud to serve the metro area as well as communities throughout the state to ensure access to programs that encourage recycling, diversion, and safe waste disposal. None of this work would be possible without key partnerships, our valued employees, and the leadership of our Board. Metro Waste Authority will continue to evolve our priorities, programs, and facilities to ensure we meet the growing needs of the region.

A Look Ahead

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 2023-24 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 six 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 innovative, efficient, and environmentally focused
- Ensure each facility is an asset to our communities
- 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

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|---|---------|---------------------------------|
| ■ Reach new audiences through targeted recycling education and outreach to reduce single stream recycling contamination. | 06/2024 | Community Relations Coordinator |
| ■ Facilitate quarterly roundtable discussions to address facility and industry challenges. | 03/2024 | Deputy Director |
| ■ Add four community glass drop-off containers. | 04/2023 | Marketing Coordinator |
| ■ Enhance customer care model, which includes fully integrated hauler technology, full use of appropriate customer relations management program, and internal efficiencies. | 05/2024 | Public Affairs Administrator |

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

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| ■ Increase commercial single stream and source separated recyclables by 5,000 tons at Metro Recycling Facility. | 12/2024 | Executive Director |
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Goal 3: Introduce and maintain robust recycling services

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|---|---------|---|
| ■ Create a business plan to market and sell ground shingles and recycling. | 08/2022 | Construction & Demolition Manager |
| ■ Create a business plan to optimize the construction and demolition program across the region. | 12/2023 | Construction & Demolition Manager |
| ■ Launch an electronics recycling and disposal program. | 11/2023 | Metro Hazardous Waste Drop-Off Facility Manager |

INFRASTRUCTURE

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

■ Identify a training program for staff implementation of LEAN principles.	06/2024	Deputy Director
■ Increase production of compost by 20% over 2021.	06/2024	Solid Waste Administrator
■ Develop and/or update Standard Operating Procedures, safety plans, and policies at all facilities.	09/2023	Human Resources Manager
■ Design and install a leachate evaporation system for Metro Park East Landfill.	12/2024	Solid Waste Administrator
■ Research the compatibility of a wastewater treatment facility and anaerobic digestion to handle leachate at Metro Park East Landfill.	03/2024	Executive Director
■ Review the finance department's existing processes and use of technology to manage the agency's recent and anticipated growth.	02/2024	Finance Administrator
■ Draft a new five-to-ten-year strategic plan and corresponding organizational chart.	09/2024	Deputy Director

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

■ Develop an organization-wide internal and external natural disaster/crisis response plan.	12/2024	Compliance Coordinator
■ Create a plan for the utilization of education space for internal and external use.	11/2023	Education & Outreach Coordinator
■ Implement a new SCADA system at Metro Park East and Metro Park West Landfills.	12/2023	Solid Waste Administrator
■ Evaluate needs and create a plan for Dallas County facilities.	06/2025	Solid Waste Administrator
■ Review, restructure household hazardous waste service lines to diversify customer base and increase disposal tonnage.	09/2024	Deputy Director
■ Increase the tonnage of inbound material at the Metro Recycling Facility by 20%.	12/2023	Executive Director

EMPLOYEES

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

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| ■ | Revise the staff onboarding process to provide clear expectations of job and understanding of company values. | 12/2022 | Human Resources Manager |
| ■ | Develop an employee training program to ensure a safe, effective workplace. | 06/2023 | Human Resources Manager |
| ■ | Create an environment that emphasizes professional development of all employees. | 06/2023 | Human Resources Manager |
| ■ | Re-evaluate existing internal communication channels to further engage, empower staff at every level of the agency with necessary information to create success and fulfillment. | 06/2024 | Public Affairs Administrator |



Metro Waste Authority

We Know Where It Should Go

www.WhereItShouldGo.com | 515.244.0021