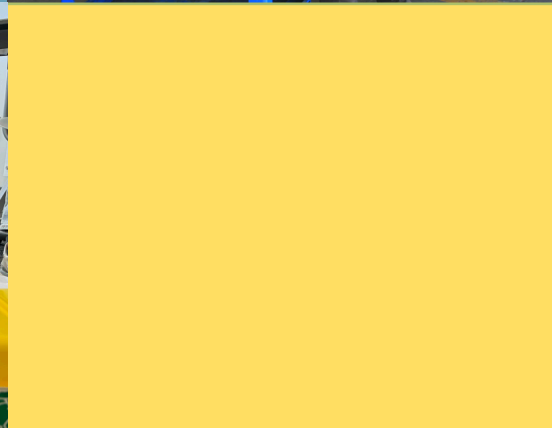




Metro Waste Authority

STRATEGIC BUSINESS PLAN

FY 2026-2027



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**.

AGENCY VALUES



integrity

Always do what's right.



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.



teamwork

Collaborate!

Together, we will address opportunities and challenges.

EXECUTIVE SUMMARY

Get to Know Metro Waste Authority

Metro Waste Authority is the largest solid waste agency in Iowa. The agency is uniquely positioned to manage day to day garbage from the growing metro, as well as launch pilot programs to divert challenging waste streams from landfills. Metro Waste Authority manages two landfills, two transfer stations, a recycling facility, a compost facility, a hazardous waste facility, and an administrative office. The agency's holistic approach to solid waste and recycling management is centered around efficiency and effectiveness, providing reliable service at rates among the lowest in the country. Its innovative culture has earned Metro Waste Authority the reputation of serving as a pioneer in the industry. Lastly, the agency's commitment to the environment has proven that waste management and land stewardship can be synonymous.

The Agency's Philosophy

While originally formed to manage solid waste for Polk County, the agency's services extend to more than 250 communities in 29 counties throughout the state. Central Iowa benefits when its neighboring communities have access to safe, smart disposal options. Leveraging key partners within the community and across the state is the key to maximizing resources and environmental stewardship. Much of Metro Waste Authority's work reflects its commitment to strong partnerships, advanced technology, and a robust education program.

Staff & Board of Directors

None of the agency's accomplishments would be possible without the commitment from its 123 staff members and the leadership from its 17 board of directors.

A Look Ahead

At the core of achieving its vision, "no wasted resources," significant consideration is given to opportunities for safe, smart waste disposal and recycling.

Objectives in the FY 2025-2026 Strategic Business Plan emphasize the importance of maintaining premier facilities, the evolution of programs, and the dedication to staff to meet the evolving needs of a diverse customer base throughout the state. As a result, Metro Waste Authority 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 communities*
- *encourage employees to reach their fullest potential*

While not every objective is included in the pages to follow, those highlighted are intended to serve as a guide for the next two years and take considerable planning, resources, and collaboration.

PROGRAMS & SERVICES

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

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| ● Evaluate community drop-off program to grow convenient options for single stream and source separated recyclables, with priority focus on Metro Waste Authority member communities. | 12/2025 | Recycling Administrator |
| ● Grow household hazardous waste participation by 30%. | 06/2026 | MHWD Facility Manager |
| ● Provide targeted residential recycling education in communities with greater than 13% contamination, in order to reduce by 2%. | 06/2026 | Public Affairs Administrator |
| ● Raise public awareness of the proper disposal of batteries, along with convenient access, to reduce the presence in landfills and recycling centers. | 06/2026 | Public Affairs Administrator |
| ● Improve data collection for outreach, social media, and public relations activities to measure effectiveness. Prepare quarterly reports for Leadership and Operations to highlight contributions to program success. | 06/2026 | Public Affairs Administrator |

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

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| ● Increase the acceptance of hazardous waste from small quantity generators by 30% over previous fiscal year. | 06/2026 | Business Waste Coordinator |
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Goal 3: Introduce and maintain robust recycling services.

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| ● Increase participation of construction and demolition comingled tonnage by 20% over previous fiscal year. | 06/2026 | Construction & Demolition Manager |
| ● Expand the appliance de-manufacturing program to include repairs and rebuilds, increasing diversion of such materials. | 06/2026 | Construction & Demolition Manager |
| ● Develop construction & demolition partnerships with external organizations to reuse and refurbish materials. | 12/2025 | Construction & Demolition Manager |
| ● Evaluate the Compost It! program model to ensure financial stability and broaden the customer base to ensure more inbound material. | 06/2027 | Executive Director |
| ● Enhance the convenience of the bottle & can redemption program through new hours, locations, and mobile collections. | 12/2025 | Recycling Administrator |

INFRASTRUCTURE

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

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| ● Draft a new five-to-ten-year strategic plan and corresponding organizational chart. | 05/2026 | Deputy Director |
| ● Review the finance department's existing processes and use of technology to manage the agency's recent and anticipated growth. | 06/2026 | Chief Financial Officer |
| ● Evaluate wastewater treatment and evaporation systems to assess the best process for management of leachate on site. | 06/2026 | Environmental Operations Manager |
| ● Design for the future construction of a state-of-the-art maintenance shop at Metro Park East Landfill. | 09/2026 | Disposal Operations Manager |
| ● Review the information technology processes, software, and equipment to manage the agency's recent and anticipated growth. | 06/2026 | Chief Financial Officer |
| ● Evaluate carbon capturing projects across the agency. | 07/2026 | Executive Director |
| ● Manage site improvements with future expansion in mind, considering ideal location of the liquids lagoon and expanding the residential drop-off to serve more customers. | 06/2027 | Environmental Operations Manager |
| ● Evaluate capacity at Metro Northwest Transfer Station for expanded customer use and optimal routing of garbage to landfills. | 11/2025 | Deputy Director |
| ● Leverage integrated data across all service lines to enhance decision-making, identify KPIs, and develop accessible dashboards and reports to support operational and strategic goals across the agency. | 06/2026 | All Managers |

INFRASTRUCTURE

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

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| ● Develop an organization-wide internal and external natural disaster/crisis response plan. | 06/2027 | Compliance Coordinator |
| ● Select and integrate data from service lines to procure and utilize agency-wide data. | 06/2026 | Chief Financial Officer |
| ● Increase the tonnage of inbound material at the Metro Recycling Facility by 25% year over year. | 06/2027 | Recycling Administrator |
| ● Assess and develop a policy for the outside planning areas' waste as it could impact Metro Waste Authority's facilities' end of life. | 06/2027 | Board Chair |
| ● Enhance safety preparedness across all facilities by updating safety plans, developing comprehensive training programs, and establishing regular drills in collaboration with staff and local officials. | 06/2027 | Human Resources Manager |
| ● Increase engagement with planning areas, state and nationwide entities to foster meaningful relationships and position the agency as a trusted and valued resource within the community. | 06/2027 | Community Engagement Manager |
| ● Establish a clear framework for identifying, pursuing, and managing grant opportunities to secure funding for key programs and initiatives. | 06/2026 | Public Affairs Administrator |
| ● Improve the functionality, safety, and appearance of facilities and grounds through infrastructure updates, updated signage, and maintaining a clean and organized environment to support operational efficiency and customer satisfaction. | 06/2027 | All Managers |

EMPLOYEES

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

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| ● Use standard operating processes to formalize a training program for operations staff. | 06/2026 | Human Resources Manager |
| ● Re-evaluate internal communication channels to further engage and empower staff at every level of the agency with necessary information to create success and fulfillment. | 06/2026 | Public Affairs Administrator |
| ● Create an appliance de-manufacturing course and market it to applicable internal and external audiences. | 06/2027 | Marketing Coordinator |
| ● Develop and implement a comprehensive cross-training and succession planning program to ensure seamless operational continuity, build workforce resilience, and prepare team members for future leadership roles. | 06/2026 | Human Resources Manager |
| ● Optimize the operations of the Customer Care team by analyzing data to improve staffing and workload management, standardizing procedures, and implementing effective onboarding and cross-training programs to ensure consistent and adaptable service delivery. | 06/2027 | Public Affairs Administrator |
| ● Cultivate a workplace culture that attracts and retains top talent by improving public perception as an employer of choice, increasing employee retention, and leveraging strategic recruitment initiatives to build a resilient and dedicated workforce. | 12/2026 | Human Resources Manager |

