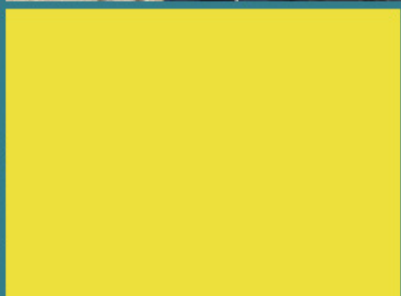




Metro Waste Authority

STRATEGIC BUSINESS PLAN 2019-20



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 22 communities and one county, 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.

Last year was one that consisted of considerable planning. Critical investment was made in our partnerships, as well as our facilities and programs. This was largely in anticipation of the key objectives identified in this Strategic Business Plan.

Behind the Scene

The Strategic Business Plan is a product of a SWOT (Strengths, Weaknesses, Opportunities & Threats) Analysis conducted by management. Almost simultaneously, it became apparent that the needs of our region were swiftly changing. The commodity markets, which so enormously impact the economics of the waste industry, slipped. Several private businesses once serving our region are no longer filling a particular niche. This has left many partners, community leaders, and frankly other landfills, turning to Metro Waste Authority for answers.

A Look Ahead

At the core of achieving our vision, "No Wasted Resources," we give significant consideration to the needs of our community. In the months ahead, we will address recycling and disposal opportunities and challenges head-on that face our region. For this reason, every objective in the FY 2019-20 Strategic Business Plan is focused on providing top-notch programs and services to the residents and businesses of Central Iowa, which will require an investment in our facilities, as well as our 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
- In a down market, which is largely influenced by new global restrictions, maintain robust recycling programs
- Ensure each facility is an asset to our communities through the use of innovation, maximum efficiency, and protection of the environment
- Create a work environment where employees are encouraged 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 is headed. 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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| ■ Create and implement a business plan for Household Hazardous Waste House-side Collection to enhance efficiencies, add value and increase awareness among member communities. | 03/2020 | Director of Recycling and Diversion |
| ■ Expand the rollout of wind latches on residential recycling carts to combat challenges on windy collection days. Evaluate for effectiveness and determine future of program. | 08/2019 | Public Affairs Manager |
| ■ Provide targeted recycling education to minimize contamination associated with the single stream recycling program. | 12/2020 | Public Affairs Manager |
| ■ Open one recycling drop-off location within the city limits of each member community. | 07/2019 | Public Affairs Manager |

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

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| ■ Address necessary modifications and growth opportunities surrounding the existing Curb It! for Business program, as well as the 2017 cardboard pilot program, to grow commercial recycling across the region. | 09/2019 | Executive Director |
| ■ Expand Construction & Demolition (C&D) recycling program in the region. | 09/2019 | Disposal Operations Manager |
| ■ Create a business plan to promote the use of shingles accepted at Metro Park East Landfill. | 01/2020 | Assistant to the Executive Director |

Goal 3: In a down market, maintain robust recycling services

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| ■ Prepare a contingency plan for single stream recycleables. | 03/2020 | Director of Recycling and Diversion |
| ■ Complete analysis to design/build/own/operate our own Materials Recovery Facility, and proceed with construction if applicable. | 12/2020 | Assistant to the Executive Director |
| ■ Establish key partnerships to successfully navigate the recycling commodity markets. | 12/2020 | Director of Recycling and Diversion |

FACILITIES

Goal 1: Ensure each facility is innovative, efficient, and a protector of the environment

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| ■ 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. | 06/2020 | Disposal Operations Manager |
| ■ Implement a program to maximize efficiencies pertaining to safety and maintenance. Evaluate the compatibility of Zonar, an existing program, to meet existing and future needs. | 10/2019 | Disposal Operations Manager |
| ■ Implement a program to maximize efficiencies pertaining to inventory and maintenance. Evaluate the compatibility of Dossier, an existing program, to meet existing and future needs. | 10/2019 | Disposal Operations Manager |
| ■ Integrate use of data analysis and metrics across the organization to support programs, services and communication. | 05/2020 | Executive Director |
| ■ Increase conservation efforts through innovative practices in partnership with local, state and federal agencies and non-profits. | 07/2020 | Executive Director |
| ■ Assess pricing structure for all facilities, including requests for extended hours. | 08/2019 | Assistant to the Executive Director |
| ■ Detail an updated master plan for Metro Park East Landfill, including new traffic flow patterns, future programs, and infrastructures. | 06/2020 | Site Engineer |
| ■ Adjust the Phase II phasing development at Metro Park East Landfill to navigate around the liquid solidification site and potentially modify closure grading to gain additional airspace. | 06/2020 | Site Engineer |
| ■ Maximize the use of alternative energy to ensure No Waste Resources. | 11/2020 | Executive Director |
| ■ Maximize office space at 300 E. Locust to accommodate the staff required to support programs and services. | 12/2020 | Assistant to the Executive Director |

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

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| ■ Detail a master plan for the Metro Northwest Campus to optimize use of the land. | 12/2020 | Site Engineer |
| ■ Evaluate site locations for the potential to relocate the Metro Central Transfer Station. | 11/2020 | Executive Director |
| ■ Raise the public's awareness of Metro Waste Authority's past, present and future in Central Iowa through the celebration of our 50th Anniversary. | 12/2019 | Executive Director |
| ■ Develop an organization-wide natural disaster/crisis response plan. | 12/2019 | Site Engineer |
| ■ Assess feasibility of internalizing customer service associated with all programs and services. | 10/2019 | Executive Director |
| ■ Create and rollout a robust customer service training program for internal staff. | 08/2019 | Assistant to the Executive Director |
| ■ Offer a professional development training for teachers on the westside of the service area with a new satellite location. | 07/2020 | Public Affairs Manager |
| ■ Evaluate the process, equipment and staff required to de-manufacture appliances onsite at Metro Park East Landfill. Launch the new program, if deemed feasible. | 10/2020 | Director of Recycling and Diversion |
| ■ Assess the need to re-brand the organization in order to increase awareness of Metro Waste Authority's programs and services and role in the region. | 09/2020 | Public Affairs Manager |

EMPLOYEES

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

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| ■ Further integrate the agency's values with the help of an employee-led committee and a recognition program. | 12/2020 | Public Affairs Manager, Assistant to the Executive Director |
| ■ Create criteria for hiring new staff and evaluate employees' performance based on values. | 02/2020 | Public Affairs Manager |
| ■ Establish a 3-5 year organizational chart to adequately support projects and services. | 09/2019 | Executive Director |



Metro Waste Authority

We Know Where It Should Go

www.WhereItShouldGo.com | 515.244.0021

