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# 2016-17 STRATEGIC PLAN

WE KNOW

*where*  
IT SHOULD

GO



Metro Waste Authority

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## Commitment of the Board of Directors

The 2016-17 Strategic 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 provided by Metro Waste Authority (MWA).

This year's plan also keeps MWA aligned with our longer terms expectations, in which we challenged the staff to:

**Remain cost-effective during a time of growth while continuing to provide regional programs and services that are sustainable.** Growth in our communities, changes in customer demands and aging facilities necessitate that we continue to examine services and operations to ensure they are appropriate and sufficient. At the same time, these services need to remain cost-effective and sustainable.

This has been an ongoing challenge from the Board to staff. In response to a customer demand for increased transfer station capacity, the Metro Northwest Transfer Station was built and opened in 2015. This facility increases garbage collection efficiencies for residential and commercial operations on the west side of MWA's service area. It will serve as the home for a second location in the metro area for permanent residential hazardous waste collection. It also provides opportunities for additional disposal and recycling services, including processing of recyclables. The Board has challenged staff to explore offering such services at the new location to meet long-term needs of our communities.

**Leverage the Environmental Management System (EMS) to make continual improvements** in recycling, greenhouse gas reduction, household hazardous waste collection, yard waste management, water quality improvement and environmental education.

EMS, a regulatory framework for solid waste management in state of Iowa, provides a holistic approach to reducing our impact on the environment. It instills a culture of continuous improvement and allows for new approaches to managing waste and recyclables. It reflects our organizational vision, focusing on resource management and environmental protection.

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**Seek innovative approaches and leverage business intelligence to improve solid waste management.** While landfilling is recognized as the most cost-effective way to dispose of waste in our service area, conversion technologies, such as waste-to-energy, may become economically feasible for the future. In anticipation of such technologies, we expect MWA to remain aware and be ready to implement them.

New approaches and data from new operational technology can also improve existing operations. MWA should continue to seek better ways to operate, and leverage business intelligence to increase efficiencies and make the best use of resources. MWA has continually benefited from such improvements. Most recently, MWA implemented a new way of landfilling waste, extending the life of the landfill up to 16 years.

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MWA will meet these challenges in the 2016-17 Strategic Plan, while continuing to focus on its core mission. We are committed to this Plan and will help staff through our policy-making process in implementing the goals and objectives set forth.

Approved on behalf of the Board by:

\_\_\_\_\_  
Michael McCoy, Chair of the Board

\_\_\_\_\_  
Date

\_\_\_\_\_  
Dean O'Connor, Vice Chair of the Board

\_\_\_\_\_  
Date

\_\_\_\_\_  
Reo Menning, Executive Director

\_\_\_\_\_  
Date

## **Mission, Vision, Values**

### **Mission**

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

### **Vision**

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 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 high-quality 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, safety, operational efficiencies, continuous improvement and revenue generation are also included in this Key Result Area.

**External Services & Programs**, as well as their continuous monitoring, are addressed in this Key Result Area. These services and programs are the foundation for serving our customers and developing partnerships with residents, cities, businesses, schools, organizations, contractors and vendors.

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 & Outreach** 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. Environmental stewardship and awareness are emphasized in our outreach.

## Environmental Policy

Metro Waste Authority's vision of "No Wasted Resources" elevates environmental protection to one of fundamental importance. Because our employees impact this vision in their daily activities, all are dedicated to carrying out responsibilities for environmental stewardship through:

- **Pollution Prevention** – We will identify and prevent or minimize pollution in all areas of our operations wherever feasible.
- **Regulatory Compliance** – We will comply with all relevant environmental, legislative, regulatory, permit and other requirements associated with our industry.
- **Continual Improvement** – We will constantly look for ways to improve our environmental performance using this policy as the basis upon which we set our goals.
- **Training** – We will provide the tools to create awareness of Metro Waste Authority's environmental impacts, protect health and safety, comply with rules and regulations, and support our environmental objectives.



**IMPACT:** MWA's easy-to-remember acronym for its Environmental Policy.

MWA is dedicated to carrying out our environmental responsibilities in a manner that demonstrates true leadership in integrated solid waste management while continuing to provide the highest level of service.

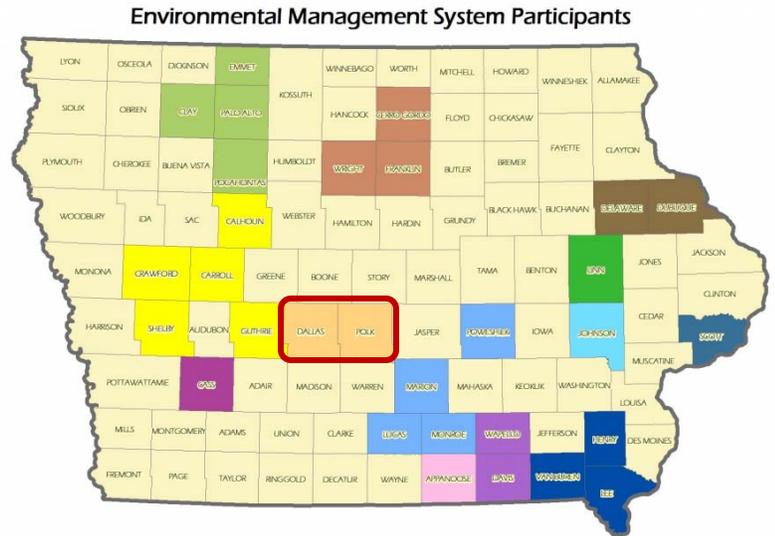
We will work collaboratively with our customers, suppliers and our communities on environmental issues. We will measure and review our progress annually and periodically report the results to our stakeholders.

Adopted by the MWA Board of Directors in November 2003  
Reviewed and approved without revision by the MWA Board of Directors in December 2009

## Environmental Management System

Metro Waste Authority is one of 13 solid waste agencies in the state of Iowa that has implemented an environmental management system (EMS) for solid waste management. Defined by 2008 Iowa state legislation, EMS helps solid waste agencies cost-effectively address environmental issues and concerns in their operations.

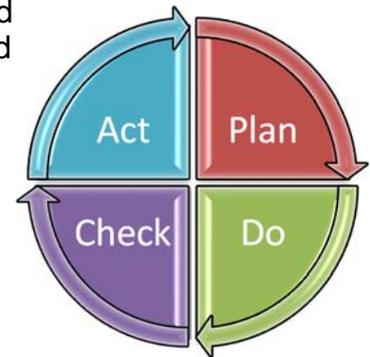
Through the EMS adaptive management (plan, do, check, act) cycle, MWA evaluates environmental impacts that are specific to our programs and operations, prioritizes them, and then designs custom-fit objectives and actions that specifically address them. MWA's environmental policy serves as an overall guide.



Of the more than 376 activities undertaken by MWA on a regular basis, MWA found 6 to have a significant impact on the environment. MWA's EMS objectives are geared at reducing the impact of these particular activities.

**EMS** EMS objectives are listed in our Goals & Objectives and denoted with a green box. EMS focus areas are defined by legislation as:

1. Yard waste management
2. Household hazardous waste collection
3. Water quality improvement
4. Greenhouse gas reduction
5. Recycling services
6. Environmental education



MWA is audited each year by the Iowa Department of Natural Resources (DNR) to assess our progress and performance on the EMS. MWA's EMS annual report and the DNR audit are the two reports that are used by the state government to evaluate MWA's performance as a solid waste agency. MWA's Annual Report is published each year on its website at [www.WherelItShouldGo.com](http://www.WherelItShouldGo.com).

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

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

- Forward-thinking leadership focuses on continuous improvement and provides fiscally sound and efficient services to member communities.
- Committed and involved Board members provide well-rounded advisory support and program vision.
- Strong staff commitment to vision and mission.
- Knowledgeable, professional and efficient workforce with a strong customer service focus.
- Shifting organizational culture improves cross-functional collaboration and ensures staff expertise is fully used when researching new technologies and program development.
- A balanced approach to diversion allows for successful identification and implementation of innovative and cost-effective programs and technologies.
- Strategic location and design of facilities allows organization to serve the growing needs of communities and provides flexibility for expanding and evolving services.
- Fiscally sound approach provides for long-term cost controls.
- Long-term planning and infrastructure meets the recycling and disposal needs of the communities for the next 40 or more years.
- Newly purchased property in Grimes provides a west side location to expand services, including recycling processing, customer drop-off events and other long-term needs.
- Regional organization allows members to work together to achieve economies of scale not easily achieved at the community level.
- Targeted education programs affects behavior change to increase environmental protection.
- Safe and responsible actions conducted at facilities, including continually exceeding environmental regulations, contributes to positive community relations.
- Proactive involvement in legislative process reinforces agency's mission to improve the environment.
- Strong relationships with other planning areas allows for collaboration and mentoring.

## Weaknesses in the Organization

- Government agency structure sometimes restricts efforts to “act like a business” to maximize efficiency.
- Aging facilities and equipment increases downtime and maintenance costs, and leads to rising replacement costs.
- Waste growth requires more staff, budget and resources for maintenance activities, safety and performance expectations.
- Lack of staff dedicated to facility and grounds management to proactively maintain aging and new facilities.
- Formalized recruitment and onboarding process is needed to attract and retain quality, high-performing employees.
- Talent loss due to retirements can be hard to replace for certain positions.
- Limited resources for using business intelligence technology reduces ability to make informed decisions in a timely manner.
- Revenue loss from residential curbside recycling program impacts overall bottom-line.
- Lack of formalized Information Technology plan and staff resources to support it make meeting organizational needs challenging.
- Geographically separated facilities, which often operate independently, maintain specific operating hours and provide varying services, require different management approaches that rely more on technology for connecting with staff than face-to-face time.
- Communication strategies need to reach beyond the existing, strong following of community members.
- Similarity of name, logo and services to area haulers often confuses residents in regards to our services, programs and the regionalized nature of the organization.

## Opportunities in the Industry

- Technology advances in the solid waste industry and the alternative fuel industry present opportunities to continually improve operations and environmental footprint in a cost-effective manner.
- “Zero waste” movement provides opportunities to demonstrate how services meet this goal through hazardous waste collection, recycling programs and communication on reduce and reuse.
- Engaging organizations with a regionalized, cooperative approach advances environmental initiatives in Central Iowa and leads to sharing of best practices.
- Managing curbside collection contracts allows organization to serve as resource to the member communities and their residents.

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- New legislation provides an opportunity to explore alternative ways to manage yard waste for residents and businesses.
- Changing markets, growth in population and in waste makes possible a new, stronger revenue model for offering waste and recycling services.
- Holistic approach of Environmental Management System promotes and advances environmental stewardship efforts and creates opportunities for operational efficiencies.
- Marketing technologies can extend organizational reach in education and outreach without incurring significant costs.

### Threats to the Industry

- Public perception of the increase in waste could be viewed as lack of recycling and diversion programs.
- Funding for waste reduction and diversion programs are dependent on revenue from waste generation.
- Recent incremental tip fee increases, necessary to expand capacity to meet customer demands, may give the appearance that costs are out of control.
- Lack of recycling mandates makes diversion from commercial businesses difficult when economics are not favorable.
- Consistent decline in recycling markets and higher processing costs has led instability in recycling industry.
- Limited resources of regulatory agencies, waste definition for permitting, and limited or no financial assurance requirements, could lead to mismanagement of solid waste, stockpiled recycling or failed waste conversion operations, which puts taxpayers on the hook to pay for or clean up.
- Volatile political and economic environment leads to uncertainty and lack of clear direction in business operations, budgeting and planning.
- “Greenwashing” – developing a green public image rather than actually becoming green – damages the business operations and reputation of legitimately green industries, which can lead the public to question services and reduce participation in programs and services.

## **Goals and Objectives – 2016-17**

The 2016-17 goals and objectives are aligned with or address:

- Challenges from the Board of Directors
- Vision, mission and values
- Key result areas
- Environmental Management System (EMS)
- 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 regulations on solid waste management and product stewardship that promote increased protection of the environment.**

<b>No.</b>	<b>Objective</b>	<b>Deadline</b>	<b>Lead</b>
01	Monitor upcoming legislation, rules and regulations related to solid waste management and environmental stewardship and assess the impact that each might have on MWA. Legislators regularly propose on air quality, beneficial use, recycling, burn bans, plastic bags, litter fines, transportation, bottle bill, enforcement and financial assurance. Advocate when needed.	Ongoing	Executive Director
02	Annually develop MWA legislative priorities for Board approval.	12/31/16	Executive Director
03	Provide input on the Iowa Department of Natural Resources (IDNR) revisions to the rules on Regional Collection Center permitting under Chapter 123 of the Iowa Code to increase and solidify funding sources for reimbursement.	12/31/16	Metro Hazardous Waste Drop-Off Facility Manager
04	Develop best practices for post, post-closure care of landfills through participation in the Solid Waste Association of North America (SWANA) subcommittee on the issue, and working with IDNR.	12/31/17	Director of Operations

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### Goal A2: Ensure compliance with all applicable laws and regulations.

No.	Objective	Deadline	Lead
01	Develop a master plan for a phased approach to invest in the capital infrastructure required to operate composting facilities in accordance with regulations and MWA standards.	03/01/16	Director of Operations
02	Submit EMS annual report to IDNR, which meets the regulatory requirements of the Groundwater Protection Act of 1989.	09/01/16	Project/Strategy Manager
03	Submit solid waste disposal permit renewal application for Metro Central Transfer Station to IDNR.	02/08/16	Site Engineer
04	Submit Title V Operating Permit renewal application for Metro Park East Landfill to IDNR Air Quality Bureau and Polk County Air Quality Division.	08/21/16	Site Engineer
05	Submit solid waste disposal permit renewal application for Metro Hazardous Waste Drop-Off to IDNR.	04/01/17	Metro Hazardous Waste Drop-Off Facility Manager

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### Key Result Area: Internal Operations

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

#### **Goal B1: Ensure operational capacity and functionality of facilities are sufficient to meet current and future service demands of customers.**

<b>No.</b>	<b>Objective</b>	<b>Deadline</b>	<b>Lead</b>
01	Develop plan for Metro Park East infrastructure improvements to serve the eastern portion of the Phase II development.	09/30/16	Director of Operations
02	Verify soil usage ratio for accurate long-term projection at Metro Park East and Metro Park West landfills.	12/31/16	Site Engineer
03	Develop long-term infrastructure plan for Metro Northwest Transfer Station to support expanded services.	09/30/16	Director of Operations
04	Design and construct a cost-effective transfer trailer storage building.	09/30/16	Director of Operations
05	Establish and cross-train staff to facilitate HHW drop-off events and business collection services.	06/30/16	Metro Hazardous Waste Drop-Off Facility Manager
06	Conduct a strategic analysis of the cost and benefits of owning and managing 300 E. Locust.	09/30/16	Executive Director
07	Secure parking, if possible, for Central Office stakeholders and tenants during multiple construction projects in 2016-17.	06/30/16	Executive Director
08	Explore ways to reduce unwanted sound at the Central Office to improve environment for staff and groups reserving meeting rooms.	12/31/16	Executive Assistant

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### **Goal B2: Maintain stable rate structure through continuous improvement of operational efficiencies and cost-effectiveness.**

<b>No.</b>	<b>Objective</b>	<b>Deadline</b>	<b>Lead</b>
01	Develop and implement an operations plan for composting.	03/01/16	Director of Operations
02	Determine value of performing CORE Assessment at both transfer stations (MCTS and MNTS).	06/30/17	Director of Operations
03	Determine efficient hauling strategy between transfer stations and landfills based on actual traffic patterns.	07/01/16	Transportation & Safety Manager
04	Identify operating and maintenance costs using Dossier fleet management software reports for improved decision-making and budgeting.	01/31/16	Disposal Operations Manager
05	Complete comparison of AlJon and CAT compactors for future purchasing decisions.	04/30/16	Site Engineer
06	Develop program to evaluate new truck reliability prior to purchase.	04/30/16	Director of Operations
07	Evaluate services fees for providing household hazardous waste services to satellite counties.	12/31/16	Director of Finance

### **Goal B3: Explore technologies and methods for more effective, innovative and sustainable operations.**

<b>No.</b>	<b>Objective</b>	<b>Deadline</b>	<b>Lead</b>
01	Systematically evaluate new and evolving technologies for waste conversion and recycling, lay the foundation to be able to implement such technologies, and work to implement when feasible.	Ongoing	Executive Director
02	Maximize user functions of Dossier fleet management software to improve operations.	06/30/17	Director of Operations
03	Install fuel management system to integrate with the Dossier fleet management software to better tracks costs.	06/15/16	Disposal Operations Manager
04	Explore third-party software that integrates with Dossier fleet management software to improve operations.	12/31/17	Director of Operations

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No.	Objective	Deadline	Lead
05	Evaluate utilization of unmanned aerial vehicle (drone) for 3D mapping in support of airspace utilization analysis.	06/30/17	Site Engineer
06	Investigate options for integration of task management system into daily work flow.	06/30/16	Site Engineer

### Goal B4: Reduce our impact on the environment.

No.	Objective	Deadline	Lead
01	Annually submit EMS grant application(s) to obtain funds to support organizational objectives to meet regulatory requirements.	11/01/17	Project/Strategy Manager
02	Develop Metro Park East Phase II final closure plan to optimize airspace and ensure environmental protection.	09/30/16	Director of Operations
03	Install erosion and sedimentation best management practices in identified areas.	06/30/16 EMS	Director of Operations
04	Install sediment pond to control storm water runoff at Metro Park West to capture 100 percent off run-off from the future borrow area and the active landfill.	06/30/17 EMS	Director of Operations
05	Finalize assessment of groundwater monitoring at Metro Park West.	06/30/17	Site Engineer
06	Replace common area lights at Central Office with high efficiency ones, if feasible.	12/31/16	Executive Assistant

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### Goal B5: Continually improve internal policies and procedures.

No.	Objective	Deadline	Lead
01	Develop documentation and procedures for human resource duties and responsibilities related to recruiting, hiring and managing employees to ensure proper compliance related to these activities.	06/30/16	Director of Finance
02	Develop and implement technology committee to advise department heads on setting policies and priorities regarding technology and employee training needs.	04/30/16	Director of Finance
03	Develop and implement revised system for dissemination of accounting and budget information to managers ensuring fiscal oversight.	04/30/16	Director of Finance
04	Determine waste acceptance policy for out-of-area waste at Metro Northwest Transfer Station.	06/30/16	Director of Operations
05	Host Landfill Fire Risk Management System Trainings with local emergency responders at both landfills.	05/01/16	Transportation & Safety Manager
06	Create standard working face operations procedures to formalize and document best practices.	07/31/16	Disposal Operations Manager
07	Develop standardized to-do list for significant operational functions.	06/30/16	Director of Operations
08	Revise Contractor's Safety Program.	03/31/16	Transportation & Safety Manager
09	Revise Health & Safety Plans.	03/31/16	Transportation & Safety Manager

## Key Result Area: External Services & Programs

**External Services & Programs**, as well as their continuous monitoring, are addressed in this Key Result Area. These services and programs are the foundation for serving our customers and developing partnerships with residents, cities, businesses, schools, organizations, contractors and vendors.

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

No.	Objective	Deadline	Lead
01	Evaluate recycling processing options beyond existing contract. Start implementation, if feasible.	12/31/17	Executive Director
02	Develop marketing strategies to increase sales of compost, including the potential to bag compost.		Project/Strategy Manager
03	Evaluate the approach to yard waste management to determine the option provided by 2015 legislation to commingle yard waste with trash should be pursued.	06/30/16	Executive Director
04	Assess the feasibility of offering other disposal options, recycling and/or services at Metro Northwest Transfer Station. Implement where feasible.	09/30/16	Executive Director
05	Establish a household hazardous waste collection program at Metro Northwest Transfer Station to provide more a permanent drop-off location for resident.	06/30/16 <b>EMS</b>	Metro Hazardous Waste Drop-Off Facility Manager
06	Research recycling options for plastic gas cans. Develop and implement program, if determined feasible.	12/31/16	Metro Hazardous Waste Drop-Off Facility Manager
07	Research new regulations for pharmaceutical collection and disposal to determine feasibility of a program.	06/30/17	Metro Hazardous Waste Drop-Off Facility Manager

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

No.	Objective	Deadline	Lead
01	Work with cities, haulers and residents to introduce the new services at Metro Northwest Transfer Station.	12/31/16	Program & Outreach Manager
02	Update and distribute expiring Curb It! collection calendar, as well as the “what to recycle” cart stickers, for residential customers.	06/30/16	Program Coordinator
03	Evaluate mechanical options (e.g., lid locks) for reducing litter from recycling carts on high-wind days.	05/31/16	Program & Outreach Manager
04	Determine feasibility for expanding plastic materials in the Curb It! program.	12/31/16	Program & Outreach Manager
05	Negotiate and execute satellite service agreements with Metro Hazardous Waste Drop-Off satellite partners.	03/30/17	Metro Hazardous Waste Drop-Off Facility Manager
06	Explore collection options for household hazardous waste collection for the City of Norwalk.	02/28/17	Business Waste Management Representative
07	Develop household hazardous waste outreach materials for realtors and funeral homes to educate clients on proper disposal of these materials.	12/31/17	Program Coordinator

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

No.	Objective	Deadline	Lead
01	Determine long-term strategy for the Environmental Learning Center and develop agreements, if necessary.	09/01/16	Executive Director
02	Develop long-term strategy for Growing Green Communities to ensure it aligns with MWA mission and vision.	09/01/16	Executive Director
03	Expand public education to focus on reducing or reusing materials, which are upstream from recycling. Identify and promote upstream resources (i.e., Habitat Re-Store, Bicycle Collective) for reuse.	12/31/16	Program & Outreach Manager
04	Update 24- and 40-hour OSHA training for Metro Hazardous Waste Drop-Off satellite partners.	03/15/16	Mobile Unit Coordinator
05	Increase Adopt A Stream adoptions by 10 percent.	12/31/17	Program Coordinator
06	Promote availability of event recycling stands to event planners.	10/30/17	Education & Outreach Coordinator

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## Key Result Area: Employees

MWA is committed to its employees, both union and administrative, and understands that our 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: Recruit and retain quality employees.

No.	Objective	Deadline	Lead
01	Develop and implement onboarding process that includes a description of tasks to be performed and who is responsible for completing for human resource, IT, finance functions, as well as department heads and supervisors.	05/31/16	Director of Finance
02	Conduct a comprehensive salary analysis on all positions to align salary ranges.	03/31/16	Director of Finance
03	Evaluate the competitiveness and adequacy of personnel benefits. Make recommendations for improvements where needed.	06/30/16	Director of Finance

### Goal D2: Provide opportunities for growth and development, and ensure tools, technology and environment support those opportunities.

No.	Objective	Deadline	Lead
01	Implement safety and health awareness plan involving all employees on a weekly basis.	02/01/16	Transportation & Safety Manager
02	Expand opportunity for trade-specific professional development of maintenance and operations staff.	06/30/16	Transportation & Safety Manager
03	Formalize procedures for HR records retention.	12/31/16	Director of Finance
04	Build and leverage SharePoint site for document control, knowledge transfer and sharing of best practices.	12/31/17	Project/Strategy Manager
05	Identify software training needed for Office 365 and implement training schedule.	06/30/16	Project/Strategy Manager

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## Key Result Area: Communication & Outreach

**Communication & Outreach** crosses all facility and departmental boundaries, and supports operations, programs and services. This Key Result Area recognizes the need to provide ongoing education and awareness for all internal and external stakeholders, including board members, employees, news media, regulators, neighbors, cities and counties and residents. Environmental stewardship and awareness are emphasized in our outreach.

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

No.	Objective	Deadline	Lead
01	Implement a "Keep 'Em Loose" public education campaign to reduce the number bagged recyclables in the Curb It! program.	11/30/16 EMS	Program Coordinator
02	Research and develop a mobile device application to increase understanding of residential recycling program.	12/31/17	Program & Outreach Manager
03	Contract with an outside agency to evaluate the usability and effectiveness of website.	12/31/16	Communications Coordinator
04	Create and implement a plan for providing more regular, beneficial promotional information to better promote programs through city communications.	12/31/16	Communications Coordinator
05	Produce four videos in-house to aid in the education of what residents should recycle and how to use our facilities.	12/31/17	Communications Coordinator
06	Update the "Tricky Six" campaign to educate residents about the most common and harmful contamination.	12/31/16	Program & Outreach Manager
07	Meet with school district representatives to develop a classroom education plan.	06/30/17	Education & Outreach Coordinator
08	Promote backyard composting to reduce the amount of yard and food waste at the curb.	12/31/16 EMS	Program Coordinator
09	Educate residents on proper yard waste disposal.	12/31/17	Program & Outreach Manager

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No.	Objective	Deadline	Lead
10	Partner with like-minded local organizations to reach an expanded audience regarding safe, smart disposal and recycling (e.g. Science Center, Blank Park Zoo, Polk County Conservation, etc.).	12/31/17 <b>EMS</b>	Education & Outreach Coordinator

### Goal E2: Design and deliver internal communication strategies.

No.	Objective	Deadline	Lead
01	Update internal graphics standards manual, and train employees on standards as they apply.	06/31/16	Communications Coordinator
02	Increase EMS awareness with a monthly email communication on how to reduce impact on the environment at home and work.	12/31/17	Project/Strategy Manager

## 2015 Accomplishments

### Environmental Integrity

- Attained positive audit results from the IDNR as a Tier II (top-level) participant in the Iowa Environmental Management System.
- Maintained positive record of compliance with no Notice of Violations from Iowa regulatory agencies at all facilities.
- Received the Solid Waste Association of North America's (SWANA) "Silver Excellence Award for Landfill Management" at Metro Park East.
- Received the Iowa Society of Solid Waste Operators "Innovative Project Award" for implementing a new way of landfilling waste at Metro Park East, which extends the life of the landfill up to 16 years.
- Received the Iowa Recycling Association's "Recycling Facility of the Year" for the Metro Hazardous Waste Drop-Off due to expanded recycling programs that are beyond household hazardous waste.
- Earned the "Best Recycling/Waste Management Company" by the Business Record's Best of Des Moines for the ninth year in a row.
- Successfully advocated for the passage of legislation that provides MWA (and four other landfills in the state) with the option to accept yard waste at Metro Park East Landfill, which is shown to have both environmental and economic benefits for the organization.
- Presented implementation and analysis of a new technology, leachate evaporator, at the SWANA Landfill Symposium and received positive feedback.
- Served on SWANA Committee to provide input on future regulatory considerations in regards to post-closure and post, post-closure care.
- Completed the IDNR solid waste permit renewal applications for Metro Park East and Metro Park West landfills.
- Renewed air quality permit for Metro Hazardous Waste Drop-Off with Polk County.
- Organized and hosted a joint fall conference for the Iowa Recycling Association and the Iowa Society of Solid Waste Operators with the goal of providing education that advances the industries.



## Internal Operations



- Implemented CORE Assessment recommendations which provided \$395 million of additional revenue due to increased airspace utilization. Other benefits include:
  - Extending life of the landfill to 2069 due to new landfilling method.
  - Defers cell development and construction costs.
  - Reduction in daily cover soil and soil hauling operations.
  - Increase in compactor productivity, as well as reduction in maintenance, repairs and fuel consumption, due to compacting on a flat surface.
  - Improved safety and customer service by creating a solar-powered spotter station to direct haulers.
- Completed construction of Cell C South at Metro Park East and Cell C at Metro Park West.
- Developed baseline air emission impact from leachate evaporator operations at Metro Park East and determined there was minimal impact and it meets regulations.
- Reduced Metro Park East Phase I liquid level which created more capacity for methane recovery to produce energy.
- Saved \$5,000 in contractor fees by having staff repair and clean more than 50 pneumatic pumps at Metro Park East, which increases methane recovery.
- Obtained a clean financial audit from external auditors for 21 years in a row.
- Successfully completed an IPERS Compliance Audit.
- Evaluated and researched methods to dispose of poultry infected with the Avian Influenza, which now serves as a planning tool for decision-making if future outbreaks occur.
- Updated Board policies to be consistent with MWA bylaws and Board resolutions and ensured they align with applicable Federal and State laws and reflect current operational practices. Policies were adopted by Board in January 2015.

## DRAFT

- Installed video surveillance at Metro Park East and Metro Park West, and installed monitors in the Central Office to allow for verification of customer transactions.
- Installed a solar-powered leachate piping system to reduce hauling leachate and greenhouse gas emissions at Metro Park West. Project was funded 75 percent through an EMS grant.
- Increased leachate storage capacity at Metro Park West for one-third of the estimated cost by managing the project without a general contractor.
- Installed T-1 and new phone system at Metro Park West to improve customer service, internal communications and network and internet speed.
- Developed staffing and equipment allocation plan for operating two transfer stations.
- Implemented a GPS-based tracking for transfer trucks to improve dispatching and overall management. The system also completes pre- and post-trip inspections.
- Replaced aging fire suppression system at Metro Hazardous Waste Drop-Off.
- Reduced costs by 75 percent with new mercury disposal contract for Metro Hazardous Waste Drop-Off.
- Transitioned to paperless processing of accounts payable through the implementation of software.
- Streamlined payroll process.
- Saved \$14,880 with leased office equipment agreement.

### External Services & Programs

- Constructed and opened the Metro Northwest Transfer Station in Grimes to provide capacity for garbage collection and expand other future services to western communities.
- Successfully recycled the following items currently banned from Iowa landfills:
  - 214 tons of appliances
  - 13,834 tires
  - 63 tons of electronics waste
  - 7,837 gallons of motor oil
  - 34,838 tons of yard waste
- Increased revenue for business waste programs at Metro Park East:
  - Special waste up 31 percent, \$1.15 million
  - Liquid waste up 53 percent, \$1.13 million, with one new customer providing \$250,000/year.



- Successfully recycled the following items through recycling programs:
  - 6,748 tons of asphalt shingles, which doubled the amount recycled into local roadways over last year (*see above*)
  - 7,080 tons of rubble
  - 1,908 batteries with Call2Recycle
  - 406 lbs. of cooking oil recycled into biodiesel through partnership with Mid-Iowa Renewables
  - 4,799 lbs. of oil and antifreeze containers, recycled into plastic pallets
  - 688 ink and toner cartridges
- Grew business hazardous waste program (CESQG) participation by 3.5 percent, with 375 businesses served.

- Increased business hazardous waste program revenue by 19 percent, with \$101,554 over previous fiscal year.
- Increased Curb It! by five percent, the largest increase since the rollout of the larger carts (*see right*).

An infographic with a green and white color scheme. It features a large green recycling symbol on the right. The text reads: "Central Iowans recycled 28,000 tons last year." Below this, it says "Your recycling efforts add up to big environmental benefits." There is a small "Hogslin" logo in the top right corner.

- Expanded household hazardous waste residential house-side service to Urbandale, Clive and Johnston, diverting more than 1.5 tons of hazardous materials from the landfill (*see right*).
- Expanded recycling options at the Metro Hazardous Waste Drop-Off for hard-to-recycle materials:

An infographic titled "HOUSE-SIDE Hazardous Waste Collection". It states "More than 6000 lbs collected From the doorsteps of 83 homes" and shows a row of 83 small house icons. Below that, it lists "material collected: 44% FLAMMABLE, 10% CORROSIVE, 25% TOXIC" with a red bucket icon. At the bottom, it says "11% WAS RECYCLED" and "100% KEPT OUT OF THE LANDFILL, STORM DRAINS &amp; WATERWAYS!".

- Recycled 151 small appliances in seven months (air conditioners, dehumidifiers, microwaves and dorm-style refrigerators only).
  - Recycled 213 one lbs. propane bottles in three months
  - Recycled 122 Christmas lights in four months.
- Reduced household hazardous waste going to the landfill by increasing mercury thermostats recycled at local home improvement stores.
  - Offered private and public recycling facility tours to 70 individuals.

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- Provided recycling education to more than 500 kids who participate in evening Lego Leagues throughout the metro.
- Provided landfill tours to more than 350 children attending camps and day care in the summer (*see right*).
- Educated nearly 25,000 school-age kids on recycling and water conservation through the Urban Environmental Partnership in partnership with Des Moines Water Works.
- Conducted a pilot program for residents to evaluate a recycling cart latch to reduce litter of recyclables on collection day.
- Held two events to introduce the Metro Northwest Transfer Station services to the area haulers, elected officials and other stakeholders.
- Hosted customer appreciation events at Metro Park East, Metro Park West, Metro Central Transfer Station and Metro Compost Center, with 170 customers providing feedback on the locations and the services they receive (*see right*).
- Purchased different recycling dumpsters to reduce litter and illegal dumping, while maintaining cost-effective collection, at recycling drop-offs in Polk City and Elkhart.
- Recruited and orientated four new teams for a total of 20 active teams for Adopt A Stream. Nearly 40 miles have been adopted, 12 cleanups were held, more than 85 cubic yards of garbage was collected and 15 tires were pulled from streams.
- Recruited and orientated three new teams for Adopt A Street. Thirteen cleanups were held and more than 22 cubic yards of garbage was collected.
- Created standardized spring cleanup guidelines and outreach to reduce litter and increase proper participation with input from public works staff from six cities. A pilot was successfully executed in West Des Moines.
- Completed the transition and finalized the contract outlining support for City of Des Moines-facilitated household hazardous waste drop-off events.
- Provided 8-hour and 24-hour OSHA training for 75 household hazardous waste satellite customers.
- Hosted the second Gas Can Exchange event at the Metro Hazardous Waste Drop-Off in partnership with Blank Children's Hospital and Safe Kids Des Moines. More than 127 plastic gas cans were exchanged for safe, metal cans with vapor arrestors during the event. Residents received education on the hazards of plastic gas containers.
- Determined what materials can and cannot be recycled for consistent messaging across the region through collaboration with MidAmerica Recycling, the new owner of the Curb It! processing facility.



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- Streamlined the warranty claim process on Compost It! carts to provide better customer service for participating communities.
- Paid \$536,449 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 as part of our good neighbor policy. Since 1995, MWA has voluntarily contributed nearly \$5.6 million in host fees.
- Continued to fund nearly 31 community projects with efforts relating to recycling, cleanups and watershed protection through the \$50,000 Competitive and Year-Round Grant Programs (*see right*).
- Completed upgrades to Central Office boardroom and small conference room presentation equipment to enhance meeting space for outside organizations, as well as for staff and tenants.

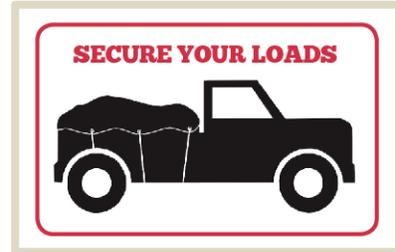


## Employees

- Implemented best practices recommended by the Iowa Municipalities Workers' Compensation Association for underwriting, claims and loss control.
- Updated Employee Handbook to align with current practices.
- Developed a SharePoint site for improved document control and remote access, while maintaining effective security. Three areas were developed in 2015.
- Implemented use of video conferencing to improve internal communication and training.
- Employees participated and contributed in the United Way and Iowa Shares campaigns.
- Raised over \$1,558 and donated 229 lbs. of food from Central Office employees to support local charities through voluntary "jeans charity" program, allowing staff to wear jeans for donations. Staff also held a food and clothing drive during the holiday season.

## Communication & Outreach

- Visited every community with curbside yard waste collection to discuss feasibility of comingling garbage and yard waste, as well as gain understanding of how to improve services for all programs.
- Modified acceptancy policy and created communication strategy to provide clarity for customers recycling wood at Metro Park East.
- Created marketing campaign to educate customers on securing loads coming to landfills to reduce litter and increase safety (*see right*).
- Partnered with the Center on Sustainable Communities (COSC), the Greater Des Moines Partnership, Des Moines Water Works and MidAmerican Energy to recognize Central Iowa businesses, communities, non-profits, builders and individuals with the annual Environmental Impact Awards.
- Participated in the 2015 Home & Garden Show to educate local residents about recycling and other residential programs.
- Continued to provide “reusable” content on programs and services for city staff to use in their community-specific newsletter, publications, websites and social media.
- Celebrated America Recycles Day in November with a social media Recycling Selfie Content (*see right*).
- Continued to increase outreach through social media:
  - YouTube “how-to” videos increased by 30 percent.
  - Facebook audience increased by 172 percent.
  - Twitter followers increased by 12 percent.
- Earned Constant Contact 2015 All-Star Award status for third consecutive year for consistently high open rates and increasing subscribers by 200.



## **Appendix**

### **Background**

As a regional government agency, MWA has served 22 Central Iowa communities and Polk County since 1969 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 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 \$40 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 October 2014, the Board of Directors authorized construction of the Metro Northwest Transfer Station to serve the growing capacity needs of the communities and provide expanded services to the region. The facility opened at the end of 2015.
- 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 Adair County the actual airspace cost of the waste, and is not responsible for transportation. MWA also does not provide Adair County with any other services or programs that are currently offered to its member communities.

## DRAFT

- 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, now known as the Metro Park West 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 PSWA the actual airspace cost of the waste, and is not responsible for transportation. MWA also does not provide PSWA any other services or programs that are currently offered to its member communities.
- MWA has maintained a contractual agreement with South Dallas County Landfill and Metro Park West 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 IDNR. The contract also outlines the guidelines for accepting waste from one another's service areas and the associated costs.

### Services and Programs

- Landfilling
- Transfer Hauling
- Residential Curbside Recycling
- Drop-off Recycling Sites
- Shingle Recycling
- Technical Assistance for recycling and waste reduction
- Environmental Education
- Yard Waste Composting
- Select Organic Waste Composting
- Special Waste Disposal
- Non-Hazardous Liquids Solidification and Disposal
- Tire Collection
- Household Hazardous Waste (HHW) Drop Off
- 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.

## 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 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 household hazardous waste 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 and websites, 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 the Strategic Plan and an explanation.

**Airspace Utilization** –The volume of space on a landfill site which is permitted for the disposal of municipal solid waste (MSW). This space is initially occupied by air which will eventually be displaced by the disposed waste — hence the term “landfill airspace.”

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

**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.

**CESQG** – Conditionally Exempt Small Quantity Generator. A CESQG is a business that produces no more than 220 pounds per month of hazardous waste. The Metro Hazardous Waste Drop-Off can assist with disposal of waste from businesses meeting this criteria.

**Closure and Post-Closure Costs** – Once a landfill stops accepting waste in an area and that area is closed, the agency can close it off while still continuing to accept waste 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!** – The curbside yard waste recycling program managed by MWA. 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. There are 13 communities that participate in the program. Residents pay for the cost of collection by purchasing Compost It! brand bags or stickers, or by subscribing to the annual cart collection service. The material collected through Compost It! is brought to the Metro Compost Center, where it is processed and turned into compost, which is then sold. The revenue from compost sales helps offset increasing processing costs.

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**Comprehensive Plan** – Each community in the state is required to file, every five years, a solid waste comprehensive plan with the IDNR. 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 2013.

**CORE Assessment** – In 2013, MWA hired Neal Bolton of Blue Ridge Services to review all operational aspects at MPE. Within 47 days of implementing several recommendations and purchasing additional tarps, MWA saw a return on the \$41,000 investment. As part of its long-term strategy, MWA will continue to implement more of the recommendations.

**Curb It!** – The curbside residential recycling program managed by MWA. Over 175,000 homes in the metro area are eligible to participate. MWA manages the collection of the materials through a contract with a private waste hauler, and the processing with a sorting facility contractor. Residents recycled close to 28,000 tons per year through Curb It! in 2014-15.

**IDNR** – 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) incorporated by MWA in 2004. The focus of the organization originally was to raise awareness and promote watershed protection. Today, the stated mission is transform the way we develop land, manage water and create connectivity within communities. The organization is dedicated to facilitating education and awareness of conservation design, watershed protection and residential environmental stewardship.

**Host Fees** – Voluntary payments made by MWA as part of its good neighbor policy. In 2014-15, MWA paid \$536,449 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 nearly \$5.6 million in host fees.

## DRAFT

**Household hazardous waste (HHW)** – Leftover household products that contain corrosive, toxic, ignitable or reactive ingredients are considered to be household hazardous waste. 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. The Metro Hazardous Waste Drop-Off in Bondurant focuses on the proper management and disposal of these types of materials.

**IMPACT** – Metro Waste Authority’s acronym for the short form of its environmental policy.

**Member communities** – The 16 communities and one 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 the Board.

**MCC** – Metro Compost Center, located in Des Moines.

**MHWD** – Metro Hazardous Waste Drop-Off 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 2015, it was recognized by the Iowa Recycling Association at the “Recycling Facility of the Year.”

**MPE** – Metro Park East Landfill. In 2015, it was received the “Silver Excellence Award for Landfill Management” from the Solid Waste Association of North America, as well as the “Innovative Project Award” for implementing the flat-fill method by the Iowa Society of Solid Waste Operators.

**MPW** – Metro Park West Landfill, located in Perry.

**MCTS** – Metro Central Transfer Station, located in Des Moines. Transfer stations provide another location for waste haulers to deliver waste before it goes to a landfill and creates collection efficiencies by consolidating loads and shortening routes – saving time, fuel and money.

**MNTS** – Metro Northwest Transfer Station, located in Grimes. Transfer stations provide another location for waste haulers to deliver waste before it goes to a landfill and creates collection efficiencies by consolidating loads and shortening routes – saving time, fuel and money.

**MWA** – Metro Waste Authority.

## DRAFT

**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 \$1.00 to \$69.04 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 closed in 2007.

**Phase 2** – The current 268-acre disposal area that incorporates the latest in liner technology (HDPE composite liner) will provide MWA's member communities an environmentally safe disposal option. This area will be developed in stages of approximately 10 acres each. This Phase is permitted through 2048, but capacity is projected for 2069 due to operational efficiencies.

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

**RFP** – Request for Proposals.

**Stewardship** – Actively protecting and conserving environmental resources under our control.

**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.

**Sustainability** – The ability for financial, environmental and social resources to endure now and for future generations.

**SWAP** – The Solid Waste Alternatives Program, administered by the IDNR. This program is funded by landfill tipping fees and aims to support projects that reduce the amount of waste being landfilled in Iowa. A portion of the funding is set aside to provide grants to Environmental Management System participants.

**Tipping fee** – The disposal fee charged to customers at a landfill. This can be a flat fee (\$8 per car, for example) or a per ton fee.

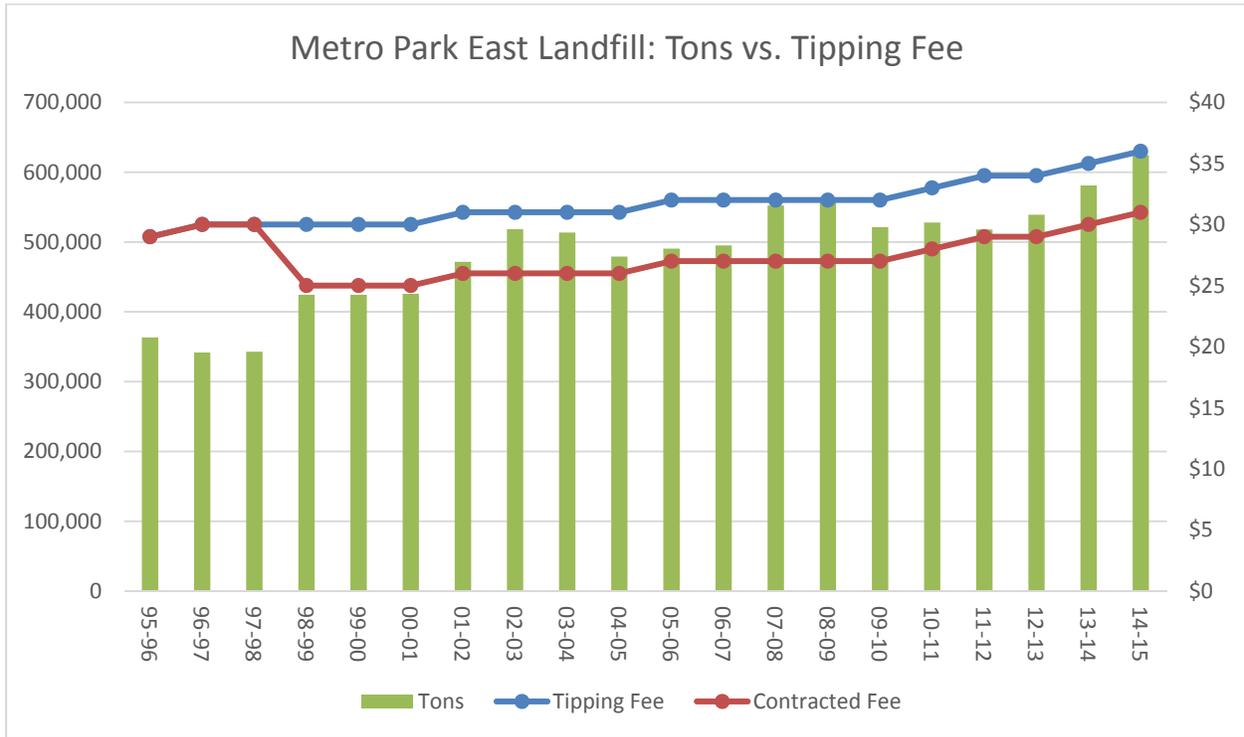
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**Tonnage fee** – Per-ton fee paid to the IDNR from each solid waste agency in Iowa. How much is paid is dependent on one of two criteria: (1) whether the agency meets the IDNR’s requirements for an Environmental Management System or (2) how successful the agency has been in meeting the IDNR’s established waste diversion goals. With the largest public landfill in Iowa, MWA pays more than \$1.3 million each year for both MPE and MPW. The fees are used by the state to cover such things as administrative costs, help support the hazardous waste drop-offs 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.

**Waste diversion goal** – Established by IDNR 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 set at 25 percent and ultimately 50 percent by 2000. If an agency is not part of IDNR’s Environmental Management System, then tonnage fees are paid based on a solid waste agency’s official calculation of waste diversion.

Tonnage & Tipping Fee Histories for Programs and Services



Year	Tipping Fee	Contracted Fee	Tons
95-96	\$29	\$29	363,485
96-97	\$30	\$30	341,852
97-98	\$30	\$30	342,980
98-99	\$30	\$25	424,532
99-00	\$30	\$25	424,582
00-01	\$30	\$25	425,826
01-02	\$31	\$26	471,732
02-03	\$31	\$26	518,392
03-04	\$31	\$26	513,567
04-05	\$31	\$26	479,094
05-06	\$32	\$27	490,598
06-07	\$32	\$27	495,203
07-08	\$32	\$27	552,349
08-09	\$32	\$27	560,468
09-10	\$32	\$27	521,252
10-11	\$33	\$28	527,927
11-12	\$34	\$29	517,837
12-13	\$34	\$29	539,196
13-14	\$35	\$30	581,010
14-15	\$36	\$31	624,352

