



Metro Waste Authority



STRATEGIC BUSINESS PLAN 2024-2025



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.



teamwork

Collaborate!
Together, we will address opportunities and challenges.



innovation

Forge a new path.
Evolve!



leadership

Set the example.
Everyone's a leader.

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 200 communities in 25 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 116 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 2024-2025 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.

- Facilitate roundtable discussions twice a year to address facility and industry challenges. 09/2024 Deputy Director
- Evaluate community drop off program to grow convenient options for single stream and source separated recyclables, with priority focus on MWA member communities. 12/2024 Recycling Administrator
- Grow household hazardous waste participation by 25%. 06/2025 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 rechargeable batteries, along with convenient access, to reduce the presence in landfills and recycling centers. 06/2026 Public Affairs Administrator

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

- Increase the acceptance of hazardous waste from small quantity generators by 20% over previous fiscal year. 06/2025 Business Waste Coordinator

Goal 3: Introduce and maintain robust recycling services.

- Create a business plan to market and sell ground shingles. 07/2024 Construction & Demolition Manager
- Launch construction and demolition comingled debris management program and process 3,100 tons. 06/2025 Construction & Demolition Manager
- Create a business plan and integrate an electronic waste recycling program. 06/2025 MHWD Facility Manager
- Expand the appliance de-manufacturing program to include repairs and rebuilds, increasing diversion of such materials. 06/2026 Construction & Demolition Manager

INFRASTRUCTURE

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

- Draft a new five-to-ten-year strategic plan and corresponding organizational chart. 09/2024 Deputy Director
- Increase production of compost by 20% over 2021. 10/2024 Executive Director
- Develop and/or update Standard Operating Procedures, safety plans, and policies at all facilities. 12/2024 Human Resources Manager
- Identify a training program for staff implementation of LEAN principles. 12/2024 Deputy Director
- Review the finance department's existing processes and use of technology to manage the agency's recent and anticipated growth. 02/2025 Chief Financial Officer
- Evaluate wastewater treatment and evaporation systems to assess the best process for management of leachate on site. 03/2025 Environmental Operations Manager
- Evaluate all models to balance the requirements of MWA and tenants at 300 E. Locust to determine a project timeline and design of building to address present and forecasted needs. 03/2025 Chief Financial Officer
- Complete the plan and design for the future construction of a state-of-the-art-maintenance shop at Metro Park East Landfill. 06/2025 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

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

- Review, restructure household hazardous waste service lines to diversify customer base and increase disposal tonnage. 09/2024 Recycling Administrator
- Develop an organization-wide internal and external natural disaster/crisis response plan. 12/2024 Recycling Administrator
- Implement a new SCADA system at Metro Park East and Metro Park West Landfills. 12/2024 Environmental Operations Manager
- Evaluate needs and create a plan for Dallas County facilities. 06/2025 Executive Director
- Study the anticipated future waste generation needs of Polk and Dallas County to assess need for (and potential location of) transfer station(s) to meet the increasing demand for efficient waste disposal for residential and commercial waste. 06/2025 Executive Director
- Select and integrate data from all service lines into one agency-wide data management program. 06/2025 Chief Financial Officer
- Increase the tonnage of inbound material at the Metro Recycling Facility by 25% year over year. 06/2026 Recycling Administrator

EMPLOYEES

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

- Revise the staff onboarding process to provide clear expectations of job and understanding of company values. 12/2024 Human Resources Manager
- Develop an employee training program to ensure a safe, effective workplace. 12/2024 Human Resources Manager
- Create a transfer station operator course and market it to applicable internal and external audiences. 06/2025 Marketing Coordinator
- Create an environment that emphasizes professional development of all employees. 06/2026 Human Resources Manager
- Re-evaluate internal communication channels to further engage, empower staff at every level of the agency with necessary information to create success and fulfillment. 06/2026 Public Affairs Administrator



Metro Waste Authority

We Know Where It Should Go

www.WhereItShouldGo.com • 515.244.0021