

SWACO STRATEGIC PLAN

(2021-2032)

VISION

A community that is environmentally safe and resourceful.

MISSION

Manage the waste stream to enable community growth, prosperity, and environmental stewardship.

GUIDING PRINCIPLES

Collaborate with public and private partners.

Operate with transparency, efficiency, innovation, and fiscal responsibility.

Leverage waste stream for economic benefit.

Contribute to a safe and healthy community.

Engage the community through education and outreach.

Strategic Goal: Solid Waste Disposal

Operate the Franklin County Sanitary Landfill (FCSL) to serve the public long-term by providing safe, convenient, and affordable disposal, and environmental protection.

Objective:

To plan for the future of the district's waste stream while designing, constructing, operating, and diverting materials from FCSL with focus on safety, efficiency, customer service, and environmental management.

Key Results

- ▶ Initiate planning process to determine FCSL's future prior to reaching 25 years of remaining landfill capacity.
- ▶ FCSL does not reach full capacity prior to projected date of 2062.
- ▶ No significant operational violations cited by EPA or Health Department.
- ▶ Improvements in employee safety and operational efficiency.

Initiatives

- ▶ FCSL planning and build out. (2021-2032)
- ▶ SWACO campus planning and buildings. (2021-2025)
- ▶ Transfer station capacity and site planning. (2021-2024)
- ▶ Safety and security improvements. (2021-2023)
- ▶ Employee engagement strategy. (2021-2022)

Strategic Goal: Recycle and Reduce Generation of Waste Stream Materials

Maximize recycling, waste reduction, and diversion of materials from the landfill for environmental, social, and economic value through a coordinated approach.

Objective:

To focus on core areas of:

- ▶ **Education** – strengthen the public’s knowledge of recycling practices and materials.
- ▶ **Infrastructure** – establish additional recycling infrastructure and services for collecting and processing materials.
- ▶ **Markets** – help grow markets for recyclable materials.
- ▶ **Policy** – create, advocate, and implement public policies that improve recycling and materials management.

Key Results

- ▶ 75% diversion of waste from the landfill by year’s end 2032.
- ▶ 5% reduction in waste generated per capita by year’s end 2032.

Initiatives

- ▶ **Organics Management** - create and implement a comprehensive approach for managing and diverting the organics waste stream (including yard, food waste and other organic materials) through collection and processing infrastructure, public/private partnerships, and supportive policies. (2021-2032)
- ▶ **MRF (Material Recovery Facility)** - determine MRF options and role to serve longer-term needs of residents and businesses and move forward with recommendations. (2021-2024)
- ▶ **Hard-to-Recycle Materials** – evaluate and implement changes to the HHW (Household Hazardous Waste) program, create services for hard-to-recycle items including mattresses and carpet, hard-to-recycle items and establish/operate drop off centers. (2021-2032)
- ▶ **Commercial** - develop and implement programs and policies targeting the commercial business sector including schools/universities, hospitals, non-profits, and multi-family housing. (2021-2032)
- ▶ **Residential** – expand recycling and diversion programs, policies and initiatives including Community Consortia, partnership with City of Columbus, and volume-based waste collection. (2021-2032)
- ▶ **Education Resource Center (ERC)** - re-envisioning the ERC program - its role and alignment in education and outreach objectives - and a creating a new facility. (2022-2025)

Strategic Goal: Leadership, Advocacy and Excellence

Demonstrate leadership in thought and action throughout our district, and provide enhanced performance within our organization to drive towards greater environmental sustainability, resourcefulness, social impact, and economic benefit.

Objective

To build external capacity in our community and internal capacity at SWACO through operational excellence, partnerships, engagement, education, generating ideas, and setting examples to achieve our mission and vision.

Key Results

- ▶ Valued as a trusted, go-to resource and leader on recycling and disposal issues.
- ▶ Increased participation by communities and residents in SWACO programs and initiatives.
- ▶ Economic benefit through attraction, retention and creation of companies, jobs and investment in the regional waste and recycling industry.
- ▶ Reduce SWACO’s carbon footprint by 64% in year 2032.
- ▶ Seen as an “Employer of Choice” by current and prospective employees.

Initiatives

- ▶ Stakeholder engagement and outreach on initiatives, public policy, and projects. (2021-2032)
- ▶ Economic development strategy implementation. (2021-2032)
- ▶ Carbon footprint reduction strategy implementation. (2021-2032)
- ▶ Employee retention and attraction initiatives. (2021-2032)
- ▶ Business systems design and implementation including financial and technology (2021-2024)
- ▶ Diversity and Inclusion strategy implementation. (2021-2032)

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