

# 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)

## 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:

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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

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- ▶ 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

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- ▶ **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 Consortiums, 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

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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

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- ▶ 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

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- ▶ 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 communication, development, 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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