Introduction

Who We Are & Our Mission

Our Strategic Focus Areas

   Strategic Area 1: Community Health & Safety
   Strategic Area 2: Employee & Organizational Excellence
   Strategic Area 3: Environmental Stewardship

Next Steps

Appendix
Hello and thank you for your interest in the city of Phoenix Public Works Solid Waste Strategic Plan. The following strategic plan addresses long-range, mid-term and short-term solid waste issues that affect our growing and evolving community. Our plan encompasses three strategic areas of focus:

(1) Community Health and Safety
(2) Employee and Organizational Excellence
(3) Environmental Stewardship

This plan was created to engage and inform our residents of solid waste issues that directly affect our city. Our objective is to collect feedback from residents on these three strategic areas. Your feedback is necessary in order to build a partnership with residents and to effectively identify and implement these goals. Accomplishing these goals will help Phoenix continue to be a national leader in the management of solid waste and recycling.

We appreciate you taking the time to review this plan. After reviewing the plan, please visit our website at phoenix.gov/publicworks. Click on the “2010 Strategic Plan” button to access the Solid Waste Strategic Plan and Survey. Thank you for your time and effort. Together we can secure the city of Phoenix’s position as an environmental leader that prioritizes the proper management and reduction of solid waste.
Solid Waste is comprised of 2 divisions: Disposal and Field Services. The Disposal Management Division is responsible for transfer stations and landfill operations; operating waste stream minimization programs, such as recycling; and also plans, designs and monitors environmental remediation. The Field Services Division collects more than 1.25 BILLION pounds of residential garbage, recyclables and bulk trash every year from more than 392,000 households.

**our mission**

Committed to the preservation of our environment through cost-effective and quality solid waste solutions.
who we serve
what does my monthly fee pay for?

$26.80

- Illegal Dumping Enforcement
- Container Repair & Replacement
- Transport & Disposal of Solid Waste
- Garbage & Recycling Collection
- Dead Animal Pick-Up
- Customer Contact Center
- HHW Household Hazardous Waste Collection
- Bulk Trash Pick-Up

* Chapter 27 of Phoenix City Code establishes fees charged for Solid Waste Program, inspection, collection and disposal services
did you know?

6,183,003

The number of times Chase Field Ballpark could be filled from bottom to top with the total volume of solid waste produced each year.

1.25 BILLION pounds of trash collected every year by city garbage trucks.

The amount of miles traveled annually by city garbage trucks. That’s the equivalent of traveling around Earth’s equator 248 times!
Strategic Area 1
community health & safety
STRATEGIC GOAL
Reduce the use and improper disposal of household hazardous waste.

What is household hazardous waste (HHW)?

Household hazardous waste materials are dangerous and potentially harmful to our health and environment.

Each year the city hosts household hazardous waste collection events. These events allow residents a place to dispose of materials such as paint, car batteries, electronics and motor oil.

41,080
Gallons of latex and oil-based paint collected.
(September 2008-June 2009)
2 STRATEGIC GOAL
Ensure employee and community health and safety.

SAFETY
Review and revise our safety program to ensure our employees meet and exceed legal standards to reduce accidents and protect property.

VECTOR CONTROL
Cockroaches, rats, mice, birds, flies and maggots are all considered vectors. They leave behind waste such as feces, urine, insect parts and carcasses. They can transmit disease and are harmful to people and animals. It is important to keep trash tied and sealed to prevent vectors from spreading.

ENHANCE PREVENTATIVE MAINTENANCE PROGRAM
To prevent fluid spills throughout the community.
community health & safety

3 STRATEGIC GOAL
Keep Phoenix beautiful.

13,893
Total number of students reached through recycling educational school presentations. (2009)

Reduce Illegal Dumping

Continue partnership with Keep Phoenix Beautiful, an affiliate of Keep America Beautiful and a non-profit 501 (c) 3 organization.
Strategic Area 2
employee & organizational excellence
1 STRATEGIC GOAL

Develop sustainable finance strategies.

Ensure all eligible residents are receiving quality service and are paying appropriately for services they receive.

Investigate a volume-based model to create an equitable structure for all solid waste customers.

Manage financial resources and solid waste assets responsibly.

Engage in managed competition.
employee & organizational excellence

2 STRATEGIC GOAL
Expand solid waste services.

Increase greenwaste diversion and mulching.

Update recycling sorting machines to capture more material.

Enhance services to schools.

Bobby Swadley, Landfill Equipment Operator
employee &
organizational
excellence

3 STRATEGIC GOAL
Optimize operational efficiencies.

Create a uniform process at the transfer station scalehouses to expedite visits.

#2 Rating in customer service, behind Fire/Ambulance, by Phoenix residents. (2009)

650 Average number of calls received each day to the customer contact center.

Upgrade customer contact center to increase efficiency and call response time.
STRATEGIC GOAL
Set the bar for superior solid waste collection, diversion and disposal in the nation.

Public Works Department Awards:
- 2009 EPA Region 9 Environmental Excellence Award
- 2009 Valley Forward Crescordia Award
- 2008 City Manager’s Excellence Award

employee & organizational excellence

where plastic bags belong.
PROVIDED BY ARIZONA GROCERS AND THE CITY OF PHOENIX

Danny Lugo, Solid Waste Equipment Operator
5 STRATEGIC GOAL
Promote civic-minded employees.

- Actively participate in the community.
- Promote quality leadership and effective management.
- Create opportunities for employee development and growth.
- Foster teamwork within and among divisions and other city departments.
- Educate solid waste employees on other city operations.

Ron Martin, Solid Waste Equipment Operator
employee & organizational excellence

6 STRATEGIC GOAL
Provide the highest ranked customer service.

Interactive Website

City Receives $25 Million Federal Grant to Create "Energize Phoenix"

The City of Phoenix, in partnership with Arizona State University and Arizona Public Service, has been awarded a $25 million federal grant from the U.S. Department of Energy and the American Recovery and Reinvestment Act (ARRA) to launch "Energize Phoenix," a project that will reduce electric consumption, provide thousands of green jobs and transform neighborhoods. (continue)

- Energize Phoenix City Council Report (pdf)
- Inside Phoenix Interview
- Energize Phoenix Fact Sheet (pdf)
- Proposed Phoenix Green Rail Corridor Map (pdf)

For more information, contact Edith Ballester at (602) 842-5275 or edith.ballester@phoenix.gov.

City Council Approves Major Solar Plant Development

The City Council approved a major solar plant development that will provide 50% of the city’s electrical needs. The project will be located on a 200-acre site in northeastern Phoenix and is expected to be operational by 2012.
Strategic Area 3

environmental stewardship
1 STRATEGIC GOAL
Reduce waste sent to our landfill by 45% by 2020.

Approximately $173.5$ million pounds of recyclables are thrown out with the trash every year. That’s $444$ pounds per household every year!

Increase in resident recycling participation through education by 2016.

Reduce waste sent to landfill by backyard composting.
Recycling Changes Everything!
¡Reciclar lo cambia todo!

NOT IN BLUE BARREL • NO SON RECICLABLES
Do NOT put these items in your blue recycling container
No coloque ninguna de estas cosas en el contenedor azul de reciclables

- Plastic bags Bolsas de plástico
- Grass Pasto
- Yard waste Basura del jardín
- Food waste Desechos de comida

NEW RECYCLABLES • NUEVOS RECICLABLES

- Wet strength chipboard/paperboard
  Cañas resistentes al agua
  6/12-pack holders, frozen food boxes

- All plastic containers Todas botellas de plástico
  hard plastics (Codes 1-7, including buckets)

- Shredded paper Papel destrozado
  placed in clear plastic bags

For more information   Para más información  602-262-7251  pwserve@phoenix.gov  phoenix.gov/publicworks  TTY 602-253-8796

Printed on recycled paper  10/09
environmental stewardship

2 STRATEGIC GOAL
Educate our community about sustainable living practices.

Did You Know?
Use one cup of vinegar to two gallons of water to clean floors. This is less harmful than pine based products. Learn more tips at phoenix.gov/garbage/bopa.html
3 STRATEGIC GOAL

Reduce waste at all city facilities.

Evelyn Castillo, Recycling Information Specialist
environmental stewardship

4 STRATEGIC GOAL
Reduce greenhouse and diesel particulate air emissions.

Hybrid garbage truck

LNG (Liquefied Natural gas) garbage truck

Cross section of gas collection system at landfill

325,000
Total number of gallons of fuel saved each year through the use of alternative fuels such as B20 Biodiesel, Compressed Natural Gas (CNG) and Liquefied Natural Gas (LNG).

Ramon Garcia, Solid Waste Equipment Operator
environmental stewardship

5 STRATEGIC GOAL
Identify sustainable land reuse opportunities for closed landfills.

Cave Creek Golf Course, former Deer Valley Landfill
next steps
Thank you for reviewing our strategic plan for the city of Phoenix Public Works Solid Waste Department.

To Provide Feedback, visit: phoenix.gov/publicworks
appendix
Strategic Area 1
community health & safety

1 STRATEGIC GOAL:
Reduce the use and improper disposal of household hazardous waste.
- Create a community/technical outreach campaign on proper hazardous waste disposal practices for residents.
- Create a community/technical outreach campaign on proper hazardous waste disposal practices for government agencies/institutions.
- Explore customer HHW drop-off options and alternatives to the current program.
- Enhance screening programs at solid waste facilities to safely dispose of hazardous waste at landfills.

2 STRATEGIC GOAL:
Ensure employee and community health and safety
- Ensure regulatory compliance and implement practices that meet or exceed current minimum standards.
- Automate operations where costs and risks can be reduced and productivity improved.
- Benchmark, assemble, review and revise the safety program.
- Review and revise the Accident Reduction Training (ART) Program for drivers.
- Create a community education campaign about vector control.
- Enhance equipment preventative maintenance program to prevent fluid spills and increase fleet readiness.

3 STRATEGIC GOAL:
Keep Phoenix beautiful
- Adopt a more stringent ordinance on illegal dumping (increase fines, rewards, loss of business license, etc.).
- In collaboration with community leaders, local and state agencies, develop a campaign to eliminate illegal dumping.
- Engage with multiple partners in the city of Phoenix that participate in community improvement projects.
Strategic Area 2
employee & organizational excellence

1 STRATEGIC GOAL: Develop Sustainable finance strategies
   • Ensure all solid waste customers are paying appropriately for services received.
   • Provide a volume-based model to create an equitable payment structure for solid waste customers.
   • Identify and implement a common good fee model for non solid waste customers.
   • Inventory, preserve, and maximize physical assets.
   • Develop a Solid Waste financial stability/risk model.
   • Review/Identify fees for specialized services (HHW events).

2 STRATEGIC GOAL: Expand solid waste services
   • Expand service to eligible customers not currently receiving city service.
   • Explore opportunities to increase the scope of services Public Works can provide.

3 STRATEGIC GOAL: Optimize operational efficiencies
   • Create a mechanism at the transfer station scalehouse to easily verify a Solid Waste fee paying customer.
   • Create a centralized communication center.
   • Re-evaluate five-day and six-day contained collection.
   • Identity technologies and best practices to improve solid waste operations.

4 STRATEGIC GOAL: Set the bar for superior solid waste collection, diversion and disposal in the nation.
   • Develop a model to incorporate the routine use of composting products for landscaping, soil conditioning and erosion control on publicly funded projects.
   • Research and develop local viable end-use markets for recycling/reuse products.
   • Develop and implement regional strategies to improve solid waste management.

5 STRATEGIC GOAL: Promote civic-minded employees
   • Actively participate in community service.
   • Promote quality leadership and effective management.
   • Create opportunities for employee development and growth in Public Works Department.
   • Foster teamwork within and among divisions and other departments.
   • Educate employees on other city operations.

6 STRATEGIC GOAL: Provide the highest ranked customer service
   • Utilize technology to improve customer service.
   • Enhance culture of customer service excellence among Solid Waste staff.
   • At all times provide knowledgeable staff to our customers.
   • Ensure all solid waste customers are receiving the services they are paying for.
   • Establish a mechanism for ongoing feedback from customers.
1 STRATEGIC GOAL: Reduce waste sent to our landfill by 45% by 2020

- Identify and implement service alternatives and incentives to maximize recycling and reduction of waste.
- Develop residential and institutional organics collection programs when economically and technically feasible.
- Increase the recycling program involvement in non-participating and under-participating residents.
- Evaluate emerging industry trends (i.e. dirty materials recovery facilities).
- Increase recycling diversion to 25% by 2016.

2 STRATEGIC GOAL: Educate our community about sustainable living practices

- Create a community/technical outreach campaign on sustainable practices for residents.
- Create a community/technical outreach campaign on sustainable practices for institutions/businesses.
- Create a community/technical outreach campaign on sustainable practices for schools.

3 STRATEGIC GOAL: Reduce waste at all city facilities

- Identify city facilities to implement sustainable solid waste practices.
- Train city employees and officials in sustainable solid waste practices.
- Train suppliers, contractors and customers on the adoption of sustainable solid waste practices.
- Implement waste reduction strategies at city facilities where feasible.
- Create a resource recovery program for material that the city of Phoenix handles.

4 STRATEGIC GOAL: Reduce greenhouse and diesel particulate air emissions

- Implement plans for greater energy efficiency at all solid waste facilities.
- Increase use of renewable energy.
- Reduce direct emissions of greenhouse gases from solid waste facilities and light-duty vehicles.
- Reduce diesel particulate emissions through new technologies or alternative fuels.
- Implement long-haul transportation and collection alternatives where feasible.
- Pursue the future development of energy technologies for converting waste into energy.

5 STRATEGIC GOAL: Identify sustainable land reuse for closed landfills

- Maintain a firm commitment to the protection of public health and the environment.
- Align our strategies and objectives to meet the needs and expectations of the community.
- Ensure sustainability of end-use programs and their maintenance through financially secure short-term and long-term objectives.
- Ensure strategies and objectives are supported by federal, state, and local regulatory agencies.