



City of Phoenix
PUBLIC WORKS DEPARTMENT

SOLID WASTE STRATEGIC PLAN

2010



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introduction

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.



who we are

Solid Waste is comprised of **2** divisions: Disposal and Field Services. The Disposal Management Division is responsible for transfer stations and landfill operations;



Connie Escobedo, Support Services Aide

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**

**Dead Animal
Pick-Up**

**Container Repair
& Replacement**

**Customer
Contact Center**

**Transport &
Disposal of
Solid Waste**

**HHW
Household Hazardous
Waste Collection**

**Garbage &
Recycling
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?

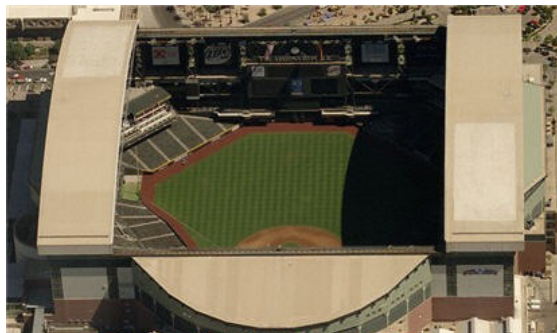
6,183,003



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

7

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





Strategic Area 1
community health & safety

community health & safety

1 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)



Toni Gavazzo, Solid Waste Environmental Specialist-Lead

community health & safety

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

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.

employee & organizational excellence

4 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



where plastic bags belong.

PROVIDED BY ARIZONA GROCERS AND THE CITY OF PHOENIX



Danny Lugo, Solid Waste Equipment Operator



employee & organizational excellence

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

Phone Directory Mayor / City Council Departments E-Services En Español

City of Phoenix OFFICIAL WEBSITE

Residents
Businesses
Visitors & Newcomers

Public Safety
Transportation
Culture & Recreation

City Government
Employment
Environment & Sustainability

Phoenix 2009
Best of America

Garbage
Recycling
Household Hazardous Waste
Landfill
Contact Public Works
Reports
Media

Public Works Department

CUSTOMER SERVICE
602-262-7251
TTY: 602-253-8796

The Public Works Department is committed to providing the highest quality of timely, cost-effective, environmentally and diversity sensitive management of solid waste, equipment, facilities and energy programs.

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 electricity consumption, generate 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 Ballierrez at (602) 495-5275 or edith.ballierrez@phoenix.gov.

City Council Approves Major Solar Plant Development

Feb. 18, 2010 - The Phoenix City Council voted to award the city's largest ever solar project to Tessera Solar. The utility-scale solar plant will be constructed at the

@talkingtrashPHIX
FOLLOW ME ON TWITTER

Public Works
E-Alerts

2010 Collection
Schedules
*Subject to Change

RecycleBank





Strategic Area 3
environmental stewardship

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!

25%

Increase in resident recycling participation through education by 2016.



Reduce waste sent to landfill by backyard composting.





City of Phoenix



Phoenix Recycles

Recycling Changes Everything!

¡Reciclar lo cambia todo!

All Plastic bottles



Todas botellas de plástico

All Plastic Jugs



Todos envases de plástico

Glass bottles/Jars



Envases de vidrio

Magazines/Phone books



Revistas y directorios telefónicos

Cardboard/Food boxes



Cajas de cartón

Aluminum/Metal cans



Latas de aluminio o metal



Newspaper/Paper



Papel y periódico

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*
- Diapers *Pañales*
- Clothing *Ropa*
- #6 Foam *espuma de poliestireno*

NEW RECYCLABLES • NUEVOS RECICLABLES

- Wet strength chipboard/paperboard
Cajas 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 pwsolve@phoenix.gov phoenix.gov/publicworks TTY 602-253-8796

environmental stewardship

2 STRATEGIC GOAL

Educate our community about sustainable living practices.



Schools



Households

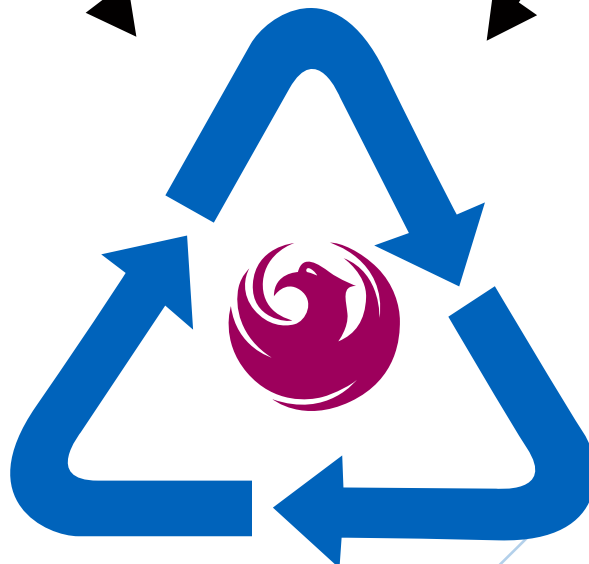


Institutions

Reuse

Reduce

Recycle



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

environmental stewardship

3 STRATEGIC GOAL

Reduce waste at all city facilities.



Evelyn Castillo, Recycling Information Specialist

environmental stewardship

4 STRATEGIC GOAL

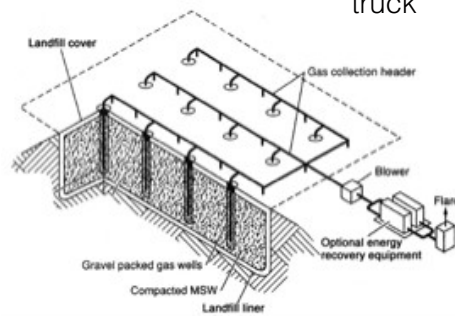
Reduce greenhouse and diesel particulate air emissions.



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

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.
- Identify 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.

Strategic Area 3

environmental stewardship

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.



City of Phoenix
Solid Waste – Public Works Department
2010