



Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
	8000	Solid Waste Services	8901- 8951		

MISSION

The mission of Solid Waste Services is to meet the solid waste collection and disposal needs of the citizens of Anchorage in an efficient, economically sound, environmentally responsible and safe manner.

GOALS

- ° Provide a high level of service at a reasonable cost.
- ° Plan and prepare for future solid waste collection and disposal needs.
- ° Meet or exceed federal, state and local environmental regulations and expectations.
- ° Provide for the safety of the public, solid waste employees and solid waste facilities involved in the collection and disposal process.

EXTERNAL FACTORS

- ° Population growth in the Anchorage area.
- ° Land use patterns within the solid waste collection service area.
- ° Citizen attitudes and concerns relative to waste disposal issues such as hazardous waste, roadside litter and waste recycling.
- ° Anchorage economy.
- ° Level of revenue received from non-operating sources.
- ° Federal and state regulations.
- ° Service area limitations imposed on refuse collections.
- ° Private sector involvement in resource recovery operations.
- ° Public and military response to the proposed Fort Richardson landfill.

Public Utilities	Unit No. 8000	Utility Solid Waste Services	Unit No. 8901- 8951	Division	Unit No.
------------------	------------------	---------------------------------	---------------------------	----------	----------

PLANNING ASSUMPTIONS

- ° Population will grow at moderate rate through 1990.
- ° Increased numbers of multiple family dwellings will impact collection methods.
- ° Public pressure for economical and environmentally responsible solutions to solid waste issues will continue to increase.
- ° Moderate inflation, no real increase or decrease in wages or costs of goods and services.
- ° State funding for operations will be discontinued in 1986.
- ° State funding for capital expenditures will become increasingly difficult to secure.
- ° Federal and state regulations will continue to increase the cost of solid waste disposal.
- ° No change to refuse collection service area boundaries.
- ° Waste-to-energy processing will not be economically practical prior to 1991.
- ° The following planning assumptions are made concerning the new landfill:
 - Merrill Field Landfill will be filled to capacity by September, 1986.
 - The new landfill will be located at the proposed Fort Richardson site.
 - Engineering studies will show that a liner is necessary.
 - Public concern over traffic will result in a limited access facility.

Public Utilities	Unit No. 8000	Utility Solid Waste Services	Unit No. 8901- 8951	Division	Unit No.
------------------	------------------	---------------------------------	---------------------------	----------	----------

PLANNING ASSUMPTIONS

- ° Population will grow at moderate rate through 1990.
- ° Increased numbers of multiple family dwellings will impact collection methods.
- ° Public pressure for economical and environmentally responsible solutions to solid waste issues will continue to increase.
- ° Moderate inflation, no real increase or decrease in wages or costs of goods and services.
- ° State funding for operations will be discontinued in 1986.
- ° State funding for capital expenditures will become increasingly difficult to secure.
- ° Federal and state regulations will continue to increase the cost of solid waste disposal.
- ° No change to refuse collection service area boundaries.
- ° Waste-to-energy processing will not be economically practical prior to 1991.
- ° The following planning assumptions are made concerning the new landfill:
 - Merrill Field Landfill will be filled to capacity by September, 1986.
 - The new landfill will be located at the proposed Fort Richardson site.
 - Engineering studies will show that a liner is necessary.
 - Public concern over traffic will result in a limited access facility.

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
	8000	Solid Waste Services	8901- 8951	.	

Planning Assumptions (Cont.)

- Transfer facilities will be constructed in Anchorage and Eagle River.
- Small construction-demolition disposal site(s) will be developed to handle an estimated 20 percent of waste flow.
- Refuse collection will be provided to Fort Richardson in exchange for use of military property.

NOTE: The following is a restatement of each goal, a list of specific objectives which will contribute to the accomplishment of the goal, and a list of specific programs which will contribute to the accomplishment of each objective.

GOAL

Provide a high level of service at a reasonable cost.

OBJECTIVE

1. Provide refuse collection services within the approved service area in a sanitary, reliable and courteous manner.

PROGRAMS

- Provide weekly residential and commercial can/bag service to 12,160 residential customers in 1985.
- Provide weekly containerized service to 5,890 commercial and multi-family residential customers.

Public Utilities	Unit No. 8000	Utility Solid Waste Services	Unit No. 8901- 8951	Division	Unit No.
------------------	------------------	---------------------------------	---------------------------	----------	----------

Planning Assumptions (Cont.)

OBJECTIVE

2. Process, transport and dispose of all waste delivered to municipal solid waste disposal facilities.

PROGRAMS

- Process approximately 167,760 tons of waste through the municipal operated shredder facility.
- Process approximately 120,335 tons of waste received directly by the municipal operated Merrill Field Landfill and 25,960 tons of waste received at the contractually operated Peters Creek Landfill.
- Contract for the operations of construction-demolition landfills expected to open in September, 1985. Process an expected 20,500 tons during the last four months of 1985.
- Contract for the transportation of approximately 2,075 tons of waste from the Girdwood Transfer Station to the municipal shredder.

OBJECTIVE

3. Maximize the operational efficiency of solid waste disposal and refuse collection.

PROGRAMS

- Maintain all solid waste equipment through a solid waste equipment management program.
- Conduct management analysis of solid waste functions to include:
 - ° Collection route evaluation and balancing
 - ° Manpower/work schedule analysis
 - ° Workload measurement and establishment

Public Utilities	Unit No. 8000	Utility Solid Waste Services	Unit No. 8901- 8951	Division	Unit No.
------------------	------------------	---------------------------------	---------------------------	----------	----------

Planning Assumptions (Cont.)

OBJECTIVE

2. Process, transport and dispose of all waste delivered to municipal solid waste disposal facilities.

PROGRAMS

- Process approximately 167,760 tons of waste through the municipal operated shredder facility.
- Process approximately 120,335 tons of waste received directly by the municipal operated Merrill Field Landfill and 25,960 tons of waste received at the contractually operated Peters Creek Landfill.
- Contract for the operations of construction-demolition landfills expected to open in September, 1985. Process an expected 20,500 tons during the last four months of 1985.
- Contract for the transportation of approximately 2,075 tons of waste from the Girdwood Transfer Station to the municipal shredder.

OBJECTIVE

3. Maximize the operational efficiency of solid waste disposal and refuse collection.

PROGRAMS

- Maintain all solid waste equipment through a solid waste equipment management program.
- Conduct management analysis of solid waste functions to include:
 - ° Collection route evaluation and balancing
 - ° Manpower/work schedule analysis
 - ° Workload measurement and establishment

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
	8000	Solid Waste Services	8901- 8951		

OBJECTIVE

4. Provide sound financial management.

PROGRAMS

- Conduct in-depth revenue and expenditure review on a monthly basis.
- Prepare a quarterly business report.
- Prepare an annual operating budget, capital budget, six-year capital improvement plan and a six-year business plan.

OBJECTIVE

5. Provide a work environment that encourages a high level of employee morale, productivity and job satisfaction.

PROGRAMS

- Clearly establish and communicate goals, objectives and performance measures.
- Expand existing participatory management practices.

OBJECTIVE

6. Obtain a high level of community involvement and public awareness.

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
	8000	Solid Waste Services	8901- 8951		

PROGRAMS

- Solicit community feedback to solid waste issues through a citizen staffed Solid Waste Commission.
- Develop and present public information programs to educate citizens about solid waste services and issues such as:
 - Available and planned services and facilities
 - Litter reduction
 - Hazardous waste
 - Recycling programs
 - Resource recovery

OBJECTIVE

7. Automate functions where cost savings can be realized.

PROGRAMS

- Use micro-computers to automate the following functions:
 - Secretarial word processing
 - Inventories
 - Driver route documentation and reorganization
 - Operational statistics
 - Equipment management system
 - Budget development and tracking
- Conduct study in early 1986 to determine need and feasibility of mini-computer system with in-house programming personnel.

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
	8000	Solid Waste Services	8901- 8951		

PROGRAMS

- Solicit community feedback to solid waste issues through a citizen staffed Solid Waste Commission.
- Develop and present public information programs to educate citizens about solid waste services and issues such as:
 - Available and planned services and facilities
 - Litter reduction
 - Hazardous waste
 - Recycling programs
 - Resource recovery

OBJECTIVE

7. Automate functions where cost savings can be realized.

PROGRAMS

- Use micro-computers to automate the following functions:
 - Secretarial word processing
 - Inventories
 - Driver route documentation and reorganization
 - Operational statistics
 - Equipment management system
 - Budget development and tracking
- Conduct study in early 1986 to determine need and feasibility of mini-computer system with in-house programming personnel.

Public Utilities	Unit No. 8000	Utility Solid Waste Services	Unit No. 8901- 8951	Division	Unit No.
------------------	------------------	---------------------------------	---------------------------	----------	----------

GOAL

Plan and prepare for future solid waste collection and disposal needs.

OBJECTIVE

1. Implement the 20-year comprehensive solid waste disposal plan.

PROGRAMS

- Design, secure permits, construct and operate the following new facilities:
 - ° Fort Richardson landfill
 - ° Construction-demolition landfills
 - ° Anchorage bowl transfer station
 - ° Eagle River transfer station
- Implement all programs deemed practicable by the Materials Recovery Feasibility Study.
- Annually re-evaluate feasibility of waste-to-energy processing.

OBJECTIVE

2. Develop and adhere to a long-range plan for refuse collections.

PROGRAM

- Evaluate alternative methods of refuse collections including the following:
 - ° Equipment alternatives
 - ° Contract vs. municipal operated collections

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
	8000	Solid Waste Services	8901 8951		

GOAL

Meet or exceed state and local environmental regulations and expectations.

OBJECTIVE

1. Eliminate improper disposal of hazardous waste at municipal solid waste disposal facilities.

PROGRAMS

- Cooperate with State Department of Environmental Conservation in providing small quantity collection of hazardous materials.
- Operate waste oil collection and recycling program.
- Provide asbestos disposal at municipal landfill.
- Implement hazardous waste programs determined to be the Solid Waste Services Department's responsibility by the Municipality of Anchorage Hazardous Waste Management Plan.

OBJECTIVE

2. Reduce the quantity of roadside litter.

PROGRAMS

- Continue covered and secured load program.
- Conduct anti-litter campaigns.

Public Utilities	Unit No.	Utility	Unit No.	Division	Unit No.
	8000	Solid Waste Services	8901- 8951		

OBJECTIVE

- Design, construct and operate all municipal disposal facilities within federal, state and local regulations.

PROGRAMS

- Monitor for groundwater contamination in vicinity of municipal landfills.
- Collect and treat leachate at Merrill Field Landfill.
- Rehabilitate Merrill Field Landfill.
- Install liner at Fort Richardson Landfill.

GOAL

Provide for the safety of the public, solid waste employees and solid waste facilities involved in the collection and disposal process.

OBJECTIVE

- Continue the high level of public safety at solid waste disposal facilities.

PROGRAMS

- Plan, design and operate solid waste facilities with public safety as a major concern.
- Conduct on-going programs of evaluating existing facilities for potential safety improvements.
- Retrofit all refuse containers with lightweight plastic lids.

Public Utilities	Unit No	Utility	Unit No.	Division	Unit No.
	8000	Solid Waste Services	8901- 8951		

OBJECTIVE

2. Provide a safe work environment for solid waste employees.

PROGRAMS

- Provide employees with safety education and awareness by conducting regularly scheduled safety meetings.
- Comply with and support regulations dealing with employees' right to know about toxic and hazardous materials in the work place.
- Document a formal training program for employees in new positions.