

# DEPARTMENT OF SOLID WASTE SERVICES

## STRATEGIC PLAN



2021-2026



# MISSION STATEMENT

Provide safe, efficient, and innovative solid waste management for the Municipality of Anchorage.



## OUR VISION

Advancing solid waste management through continuous improvement and transparent performance.

## OUR VALUES

Providing value to our community through safe, innovative and sustainable solid waste management.

# LETTER FROM THE GENERAL MANAGER

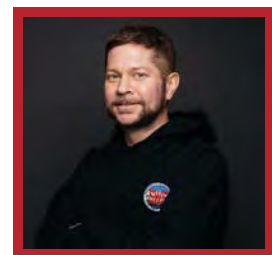
It is my pleasure to present the Department of Solid Waste Service's (SWS) 2021-2026 strategic plan to our customers and partners in the Municipality of Anchorage (MOA). In this plan you will see our mission, vision, values, goals, strategies, actions and key performance indicators related to four main goal areas: community sustainability; operational excellence; customer experience; and financial responsibility. Over the next five years we will double down on our efforts to lead the way as an innovator in our industry. Here are some current project highlights:

- Within the next two years we will have opened a new central transfer station and recycling center in Anchorage and replaced the earthquake damaged facilities at the Anchorage Regional Landfill (ARL);
- We are in the process of developing an all-electric fleet of garbage and recycling collection vehicles by 2035;
- SWS also continues to prioritize our commitment towards maintaining compliance with our water and air quality operating permits at ARL;
- Work is ongoing on the development of an innovative leachate pre-treatment and disposal system that will utilize landfill gas to minimize the amount of leachate hauled via tanker trucks; and,
- We continue to work cooperatively with our partners throughout the MOA on achieving the goals contained within the Climate Action Plan.

SWS will continue looking for ways to improve our performance and to provide safe and efficient services that benefit our diverse customer base. Given SWS's history of innovation, creativity, and modernization, I am confident we will effectively navigate not only the challenges we face today, but the challenges of tomorrow.

Thank you,

Mark Spafford, P.E.  
General Manager  
Department of Solid Waste Services  
Municipality of Anchorage



# PLAN AT-A-GLANCE

## GOAL AREA ONE

### Community Sustainability

*All Solid Waste Services efforts contribute to the sustainability of the Anchorage community.*

#### FLEET

Prioritize the development of a successful electric/hybrid fleet of vehicles.

#### RECYCLING

Develop and implement results-based tactics that make recycling more accessible to the community.

#### LANDFILL

Take action to extend the life of the Anchorage Regional Landfill.

#### CLIMATE ACTION PLAN

Coordinate with the Municipality of Anchorage on implementation of the climate Action plan.



#### Date of Landfill Closure



## GOAL AREA TWO

### Operational Excellence

*Solid Waste Services is an inspired and empowered team committed to high standards throughout all operations.*

#### SAFETY

Continue our commitment to the safety of our employees, customers, and community.

#### COMPLIANCE

Improve regulatory compliance through enhanced permit management practices.

#### NEW FACILITIES

Prioritize the opening and integration of new facilities to improve operational excellence.

#### WORKFORCE

Adapt and meet the needs of our workforce by allowing and understanding the value of flexible work practices to include remote teleworking when feasible.

#### SHARED SERVICES

Reinforce and leverage the value of our shared services with the Anchorage Water & Wastewater Utility (AWWU).





## GOAL AREA THREE

### Customer Experience

*Solid Waste Services is dedicated to innovation, automation, communication, and improving the customer experience.*

#### TECHNOLOGY

Improve the customer experience and increase workforce efficiency by incorporating online automated payment methods.

#### CUSTOMER SERVICE

Reduce wait times and the volume of customer service interactions through new and innovative online systems and upgraded IT programs.

#### NEW TRANSFER STATION

Increase customer accessibility and ease-of-use by integrating auto-scales and other automated services into the new transfer station.

## GOAL AREA FOUR

### Fiscal Responsibility

*Solid Waste Services is dedicated to responsible fiscal management in the best interest of its customers.*

#### INFRASTRUCTURE

Secure funding for and develop a comprehensive compliance infrastructure in order to balance capital project spending, affordability, and rates.

#### FISCAL PLANNING

Strategically manage fiscal planning to both incorporate large future projects and keep customer rates at an appropriate level.





## PLAN ELEMENTS



### Goal Area

Priority areas where focused effort is needed toward the vision.



### Strategies

Targets within each priority area where we will focus these efforts.



### Action/Steps

Specific activities to drive change toward meeting these priority areas.



### Key Performance Indicators

How we measure the success of each Goal.

## GOAL AREA 1: Community Sustainability

**All Solid Waste Services efforts contribute to the sustainability of the Anchorage community.**

### STRATEGIES

1. **FLEET: Prioritize the development of a successful electric/hybrid fleet of vehicles.**
  - **Action:** Conduct a pilot project with three electric/hybrid vehicles in 2021, then continue to build the fleet each year thereafter.
  - **Action:** Pursue opportunities for outside funding, including from foundations, agencies, and public and private grants.
    - **KPI - Convert 50% of Collections Utility garbage and recycling fleet to all electric vehicles by 2030.**
2. **RECYCLING: Develop and implement results-based tactics that make recycling more accessible to the community.**
  - **Action:** Develop Request for Proposals for operating a new Anchorage recycling center on current transfer station campus.
  - **Action:** Continue to develop Anchorage recycling center through new transfer station design.
  - **Action:** Assess the modifications needed to the current transfer station site to better accommodate the Anchorage recycling center.

- **KPI** - *Through modifications and improvements, convert the existing transfer station campus into a new Anchorage recycling center by 2024.*
  - **Action** - Expand the curbside organics program to 2,000 customers by 2023
    - **KPI** - *Increase the amount of curbside organics collected by 100% from 2020 values.*
  - **Action:** Measure the amount of organics diverted through curbside recycling to assess progress.
  - **Action** - Educate and engage residents and businesses to encourage waste reduction and diversion through new outreach programs and ideas.
  - **Action:** Create and implement waste reduction targets across Municipal operations and for the broader Anchorage community.
3. **LANDFILL:** Take Action to extend the life of the Anchorage Regional Landfill.
- **Action** - Work to secure space adjacent to the existing landfill to expand and extend the life of the Anchorage Regional Landfill.
    - **KPI** - *Increase life of landfill by another 20-years for an estimated closure date of 64-years from 2020 (2084).*
  - **Action** - Find ways to better utilize alternative daily covers and improve waste comp.
    - **KPI** - *Cover to waste ratio.*
    - **KPI** - *Waste density report.*
  - **Action** - Evaluate future renewable energy alternatives to enhance waste degradation and volume reduction.
4. **CLIMATE ACTION PLAN:** Coordinate with the Municipality of Anchorage on implementation of the climate Action plan.
- 5. **Action** - Provide funding for 2 FTE staff and 1 Fellow to implement the Anchorage Climate Action Plan.
  - 6. **Action** - Provide climate leadership within the Municipality by organizing and hosting meetings of the Resiliency Sub-Cabinet.
  - 7. **Action** - Track Municipal Departments' progress toward Climate Action Plan targets using the Master Action Tracker and SWS KPI dashboard.
  - 8. **Action** - Lead the development of an updated Community Green House Gas Inventory baseline and subsequent inventory updates.

## GOAL AREA 2: Operational Excellence

**Solid Waste Services is an inspired and empowered team committed to high standards throughout all operations.**

### STRATEGIES

- 1. SAFETY: Continued commitment to the safety of our employees, customers, and community.**
  - **Action:** Continue existing safety program activities.
  - **Action:** Require completion of the Smith System driver training program.
    - *KPI- Measure the level and amount of training across SWS in general, including training related to safety education.*
    - *KPI - 100% staff compliance with Smith System driver training program.*
- 2. COMPLIANCE: Improve regulatory compliance through enhanced permit management practices.**
  - **Action:** Reduce the amount of leachate production through intermediate cover.
  - **Action:** Install alternate disposal methods for leachate to reduce the amount of leachate the needs to be hauled for disposal.
    - *KPI - Reduce the amount of leachate production by 50% from 2020 values.*
  - **Action:** complete annual gas system improvement modifications.
    - *KPI - Eliminate annual odor complaints by 2025.*
- 3. NEW FACILITIES:** Prioritize the opening and integration of new facilities to improve operational excellence.
  - **Action:** Complete the construction and commence operations at the new transfer station by 2023.
  - **Action:** Complete the new administration, maintenance, and warm storage facility at the Anchorage Regional Landfill by 2022.
  - **Action:** Complete the leachate treatment and disposal project by 2024.
  - **Action:** Open the new Anchorage recycling center campus in 2024.
- 4. WORKFORCE:** Adapt and meet the needs of our workforce by allowing and understanding the value of flexible work practices to include remote teleworking when feasible.
  - **Action:** Implement a flexible telework policy for staff that can complete work activities from home.
  - **Action:** Implement an individual and targeted training plan for each employee.
- 5. SHARED SERVICES:** Reinforce and leverage the value of our shared services with AWWU.
  - **Action:** AWWU staff will complete project management duties for the leachate treatment and disposal project.
  - **Action:** Evaluate the integration of future customer service and other administrative activities.
  - **Action:** Determine the best renewable energy alternative for treatment of solid waste and wastewater sludge and PFAS contaminated materials.



## GOAL AREA 3: Customer Experience

**Solid Waste Services is dedicated to innovation, automation and communication, and improved customer experience.**

### STRATEGIES

1. **TECHNOLOGY:** Improve the customer experience and increase workforce efficiency by incorporating online automated payment methods.
  - **Action:** Evaluate a future on-line payment system by end of 2021 and develop timeline, budget and KPI metrics for deployment of it.
2. **CUSTOMER SERVICE:** Reduce wait times and the volume of customer service interactions through new and innovative online systems and upgraded IT programs.
  - **Action:** Complete the new Central Transfer Station project by 2023.
  - **Action:** Continue the collection of garbage and recycling carts/dumpsters throughout SWS service area.
    - **KPI -** *Collect 100% of set out garbage and recycling carts/dumpsters and ensure the verification of collections by on-boarding computer systems.*
  - **Action:** Implement an automated customer service satisfaction survey platform on all receipts by 2022, by the time new transfer station is operational.
3. **NEW TRANSFER STATION:** Increase customer accessibility and ease-of-use by integrating auto-scales and other automated services into the new transfer station.
  - **Action:** Conduct a bi-annual survey on customer needs.
    - **KPI -** *Maintain a greater than 90% customer service approval rating.*

## GOAL AREA 4: Fiscal Responsibility

**Solid Waste Services is dedicated to responsible fiscal management in the best interest of its customers.**

### STRATEGIES

1. **INFRASTRUCTURE:** Secure funding for and develop a comprehensive compliance infrastructure in order to balance capital project spending, affordability, and rates.
  - **Action:** Propose updated Plan of Finance to Assembly and receive approval in 2021.
    - **KPI -** *Continue to work with Public Finance Department and monitor cash balances and debt to equity ratios in order to secure long term revenue bonds.*
2. **FISCAL PLANNING:** Strategically manage fiscal planning to both incorporate large future projects and keep customer rates at an appropriate level.
  - **Action:** Implement the recommendations from the SWS Long Range Financial Plan to keep rates competitive with peers and affordable for Anchorage residents.
  - **Action:** Prioritize the upgrade and improvement of systems that manage and maintain administrative and financial data such as days of cash on hand, accounts receivable (AR) outstanding, and levels/amounts of debt coverage.
    - **KPI -** *Days Cash on Hand, Debt to Equity ratios, Days AR outstanding, Change in NP- An additional Action is to complete the Cost-of-Service study and analyze rates.*