What is SWOC?

SWOC analysis is a strategic planning tool used to research internal and external factors that affect success and reaching goals, based upon collective input from multiple stakeholders.
• **Strengths** are things the SW LOB does well.

• **Weaknesses** are things the SW LOB doesn’t do well that holds it back.

• **Opportunities** are emerging scenarios that can make the SW LOB more successful at delivering the Promise.

• **Challenges** could impede the SW LOB’s ability to deliver its Promise or conduct its business.
Internal vs. External Factors

• Internal: The SW LOB typically has a great deal of control over these.
  – Strengths
  – Weaknesses

• External: Usually outside forces that impact the SW LOB, but can also be related to customers, assets and processes.
  – Opportunities
  – Challenges
Strengths

• Our new transfer stations provide safe and high quality reuse, recycling and waste disposal services.
• We have strong Solid Waste planning and progressive, data-based policy direction through the Comprehensive Solid Waste Plan.
• Our Solid Waste operations and services are delivered safely.
• Solid Waste staff are highly skilled and top subject matter experts.
• Customers are satisfied with our services. We provide reliable, popular and progressive services for recycling, composting, and garbage.
• We have a well-tested suite of effective outreach methods and quality educational materials.
Weaknesses

• Barriers for underserved populations (low income, ESL households, etc.) have not been addressed adequately.
• Lack of enforcement (due to prioritization, limited staffing and resources, and decentralized enforcement efforts) of existing codes/rules results in under-performing programs.
• Education and outreach levels are inconsistently maintained to sustain customer’s positive behaviors.
• Our digital communications and website are inadequate for effective customer use and interaction.
• Our efforts have not adequately increased Multi-family and self-haul recycling rates.
• Many recyclables continue to be disposed from the Commercial sector.
Opportunities

- Opportunity to achieve service equity in all services.
- Residential customers, businesses and elected officials share the values and beliefs that support progressive solid waste programs.
- Customers don’t link our work to their quality of life.
- Product Stewardship programs are increasing, providing springboards for establishing more stewardship programs and activities.
- Multi-family recycling rates are low.
- Seattle customers are ripe for embracing more waste prevention efforts, evidenced by their recycling ethics and emergence of the shared and reuse economy.
- Seattle customers expect and will use quality digital communications.
- Culturally-specific transcreation of materials (vs. translation) is a new and more effective practice for communicating with diverse cultures.
Challenges

• New people and businesses are moving to Seattle that haven’t been part of the emergence of Seattle’s “recycling ethic”.
• There is a shift from Single-family to Multi-family adding over 8,000 new Multi-family dwelling units every year for the next three years.
• There is increased mixed use development downtown.
• We rely on private sector recycling, composting, and construction/demolition debris infrastructure/facilities which are challenged with weak markets, often have siting and operational issues, and increasingly are located outside of Seattle.
• There is limited competition when seeking contracted services.
• Contamination is increasing in compost and commingled recycling streams.
• Changes in consumer packaging and products displaces formerly recyclable materials with less or non-recyclable materials.