

SW SWOC Analysis Overview

***SWAC Meeting
September 7, 2016***

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.



What is SWOC?

- **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.*