

INTRODUCED: February 12, 2018

AN ORDINANCE No. 2018-030

As Amended

To amend ch. 12, art. I of the City Code by adding therein new §§ 12-18 and 12-19, concerning the preparation of strategic action plans by each City department, agency, and office, for the purpose of aligning the service delivery goals of each City department, agency, and office with the City’s overall strategic plan.

Patrons – Mrs. Robertson and Ms. Larson

Approved as to form and legality
by the City Attorney

PUBLIC HEARING: FEB 26 2018 AT 6 P.M.

THE CITY OF RICHMOND HEREBY ORDAINS:

§ 1. That Chapter 12, Article I of the Code of the City of Richmond (2015) be and is hereby amended and reordained by **adding therein new** sections numbered section 12-18 and section 12-19 as follows:

Sec. 12-18. Strategic action plan required of each department, agency, and office.

Each agency of the City shall prepare a written strategic action plan consisting of a summary and analysis of the duties, goals, and resources of such agency to be submitted to the Council no later than July 1 of each year. Strategic action plans shall incorporate and align with

AYES: _____ NOES: _____ ABSTAIN: _____

ADOPTED: _____ REJECTED: _____ STRICKEN: _____

performance review or audit criteria established according to the City's strategic goals and objectives. If any performance review or audit criteria recommendations are not identified according to the City's strategic goals and objectives, each agency shall incorporate such review or audit recommendations critical to the agency's functions into such agency's strategic action plan. For purposes of this section and section 12-19, the term "agency" means a department or office of the City, the head of which is appointed by either the City Council or the Chief Administrative Officer.

Sec. 12-19. Form of strategic action plan required of each agency.

The strategic action plan required of each agency shall contain, at a minimum, the following:

- (1) A purpose statement that provides a brief description of the overall objectives of the agency.
- (2) A mission statement that provides a brief description of the goals of the agency.
- (3) An organizational chart for each division, program, and position within the agency.
- (4) A list of services that the agency provides.
- (5) A list of documents that govern the work of the agency, such as federal, state, or local regulations; major plans; and internal policies.
- (6) The agency's anticipated accomplishments for the current fiscal year.
- (7) The agency's goals for future fiscal years, including strategic level initiatives, operational objectives, and deliverables and outcomes expected by the agency head.

(8) An overview of the most critical services provided by the agency, including those offered directly to citizens, noting the agency's effectiveness and efficiency in furnishing these services and related supporting data, for the following dates and categories:

(a) For services provided in the past, an overview of services provided during the course of the two preceding fiscal years.

(b) For services to be provided throughout the current fiscal year, an overview of services projected to be provided during the current fiscal year.

(c) For services to be provided in subsequent fiscal years, an overview of services projected to be provided during such fiscal years.

(9) An overview of performance reviews or audits concerning the agency, including any recommendations established according to the City's strategic goals and objectives. Where such recommendations are not established according to the City's strategic goals and objectives, each agency shall incorporate such review or audit recommendations critical to such agency's functions into such agency's strategic action plan.

§ 2. This ordinance shall be in force and effect upon adoption.



Richmond City Council

The Voice of the People

Richmond, Virginia

Lou Brown Ali
Council Chief of Staff

Office of the Council Chief of Staff

Ordinance/Resolution Request

RECEIVED

FEB 02 2018

OFFICE OF CITY ATTORNEY

TO Allen Jackson, City Attorney

THROUGH Lou Brown Ali, Council Chief of Staff *LB*

FROM Charles M. Jackson, Council Budget Analyst *C. J.*

COPY Ellen Robertson, 6th District Council Member
 Meghan K. Brown, Deputy Council Chief of Staff *MYB*
 Kiya Stokes, 6th District Liaison

DATE February 1, 2018

PAGE/s 1 of 4

TITLE Ordinance Requesting each City Department Present a Strategic Action Plan for Each Fiscal Year

This is a request for the drafting of an **Ordinance** **Resolution**

REQUESTING COUNCILMEMBER/PATRON

Ellen Robertson

SUGGESTED STANDING COMMITTEE

Finance and Economic Development

ORDINANCE/RESOLUTION SUMMARY

The patron requests an ordinance to require that each City Administrative and Council Department, Agency and Office submit a strategic action plan for the fiscal year which defines the outcomes to be achieved and the services to be delivered that also supports their adopted budget and staffing. The plan should describe where the maximum outcomes or services will not be achieved due to budget shortfall, as well as indicate where and the amount of additional funding that is needed in order to yield greater outcomes and service delivery. The council should see where the budget deficiencies are and the impact that said deficiencies have on outcomes and service delivery. Strategic Action Plans for Fiscal Year 2019 are to be submitted to Council by no later than July 1, 2018 and for every fiscal year thereafter.

BACKGROUND

Purpose of a Strategic Action Plan

Developing an action plan can help government legislators and executives turn their vision into reality and increase efficiency and accountability within an organization. An action plan describes and assesses the current service delivery performance and outcomes, assist in developing plans to improve service delivery and outcomes that are in line with the City's strategic plan, and determines the funding levels needed to provide certain levels of service that ultimately achieve the desired outcomes.

Strategic Action Plan Defined

An action plan is a way to make sure an organization's vision is made concrete. It **describes the way strategies will meet the organization's objectives**. An action plan consists of a number of action steps or changes to be brought about within the organization.

Elements that Should be Included in an Action Plan

Each action plan to be established should include, but not limited to the following section headings:

- **Vision Statement:** Which provides a brief picture of the future desired state of your department. A vision statement is intended to both inspire and guide performance toward a particular future.
- **Mission Statement:** Which provides a clear concise articulation of why your department exists—your reason for being.
- **Organization Chart:** At the division/program service level, not at the position level. An organization chart accounting for each position can be included as an attachment.
- **Service Areas:** This is the section to provide a bulleted list of your department's key service areas. An existing service inventory may help in identifying services provided by your department.
- **Guiding & Governing Documents:** In this section, provide a short, bulleted list of the major documents that guide or govern your department's work. These may be federal, state or local regulations; major plans; or internal policies and controls.
- **Current Fiscal Year Anticipated Accomplishments:** In this section summarize the department's major anticipated accomplishments from Fiscal Year 2018 (July 1, 2017– June 30, 2018). Note: For future years, these accomplishments should tie back to the Key Initiatives listed in the prior version of your departmental action.
- **Subsequent Fiscal Year Key Initiatives:** In this section, departments should discuss key initiatives and major outcomes planned for the newly adopted fiscal year budget. The discussion should include 1) strategic level initiatives that the department is responsible for, 2) other department operational goals, and 3) other deliverables or outcomes expected by the appropriate authority.
- **Service Overview and Performance Trends:** In two to three sentences, briefly describe major service areas. Do NOT address all department services in this section. Rather, please limit the discussion to key service areas, particularly those offered directly to the public. The performance measures included should be supported by valid, reliable data. They should be useful indicators that measure outcomes, effectiveness and efficiency.

The date ranges should include:

1. The two preceding fiscal years of actual data,
2. Projected data for the current fiscal year and
3. Target estimates for the newly adopted fiscal year budget

Sample elements should include:

- Key Performance Indicators (KPIs) for services and goods funded through the department's budget,
 - Measurable targets for each KPI for the incoming fiscal year,
 - An analysis of benchmark studies with localities of similar size
 - An analysis of best practice studies for major services offered
 - Service Delivery and outcomes to be achieved within the adopted budget;
 - How service delivery and outcomes justify the department's budget appropriation and staffing levels;
 - Employee training curriculum(s) related to service delivery and outcomes
 - Any applicable customer survey(s) related to service delivery and outcomes;
 - How the department will leverage current information technological resources to enhance service delivery;
- **Budget Highlights:** In this section, please discuss how the newly adopted fiscal year's budget resources will support the key initiatives for the upcoming year. Please summarize why the resources are needed, how they will directly support departmental goals and help the department address performance targets and/or deficiencies that provide challenges to the department. Sample elements may include:
 - A listing of one-time expenditures, with an amount
 - Maximum service delivery and outcomes not achievable due to budgetary shortfall;
 - Identification where budget deficiencies are and the impact as a result of such deficiencies;
 - How budget increases will yield greater service delivery and outcomes and the amount of funding needed to achieve that increased service delivery and outcome level;
 - **Issues & Emerging Trends:** Focusing on two fiscal years ahead and beyond, discuss specific situations and trends that will challenge the department's ability to meet goals or keep up with service demands. Factors may be economic, environmental, regulatory, or technological. Identify potential departmental responses or reactions to these factors.

Note: A sample City of Raleigh, NC FY19 Departmental Action Plan is included as an attachment to serve as a demonstration of how departments should design individual action plans.

When Each Strategic Action Plan shall be Submitted

The patron requests that each departmental action plan be submitted and reported to Council by no later than July 1, 2018 and for every fiscal year thereafter. The Chief Administrative Officer shall coordinate action plans for all departments, agencies and offices and submit them to City Council on the required deadline. In addition, all Council offices shall also submit a copy of their action plan to the Council Chief of Staff Office.

FISCAL IMPACT STATEMENT

Fiscal Impact Yes No

Budget Amendment Required Yes No

Estimated Cost or Revenue Impact:

Staff time and resources will be required to complete this request; however, an exact amount cannot be determined at this time. The amount of time and resources to complete this task will vary within each department, agency and office based on each departments, agency, or office size, budgets, services that are provided, staff resources available, etc.

Attachment/s Yes No

Sample City of Raleigh, NC FY19 Departmental Action Plan

CITY OF RALEIGH

SOLID WASTE SERVICES

FY19 Departmental Business Plan

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DEPARTMENT OVERVIEW

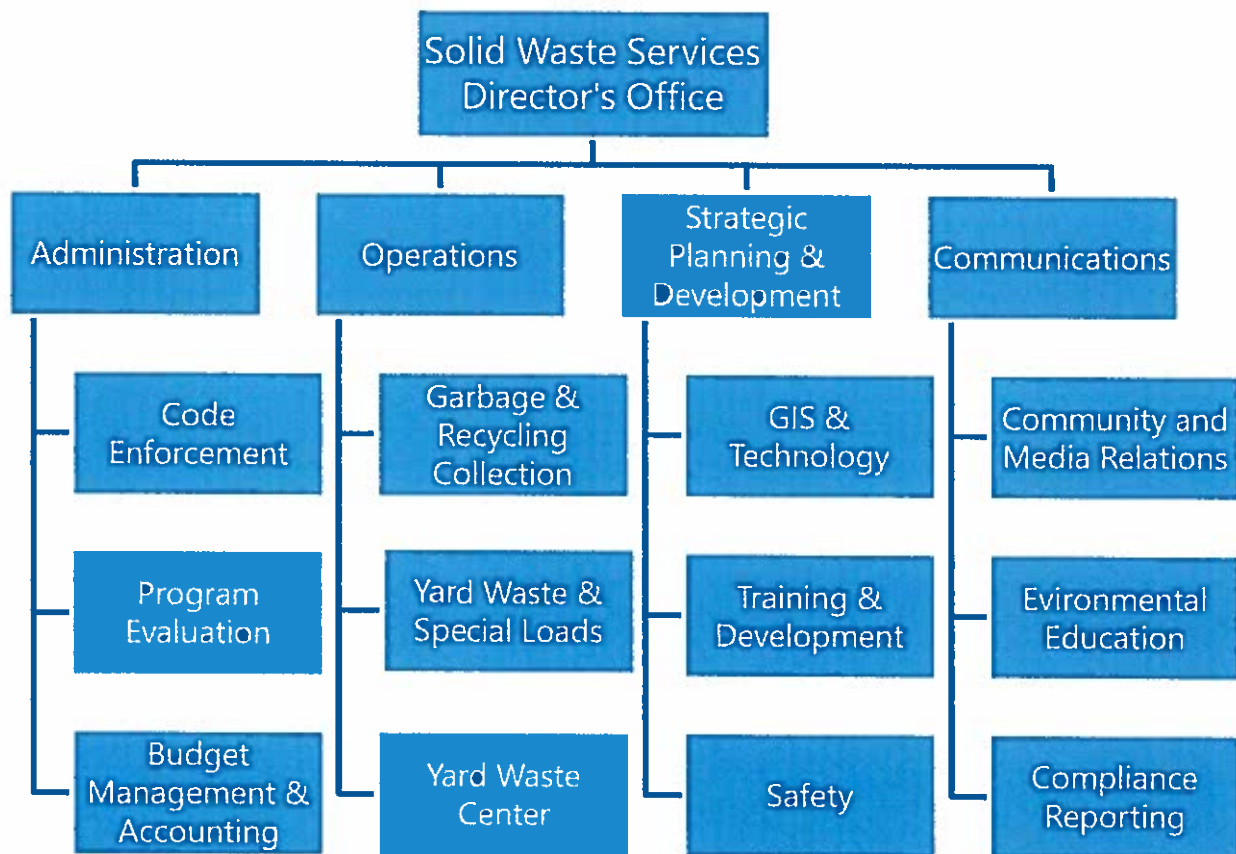
VISION

The vision for the City of Raleigh Department of Solid Waste Services (SWS) is to maintain its role as a national leader in creating a sustainable future through innovation, efficiency, safety and service excellence.

MISSION STATEMENT

To create a safe, efficient and effective waste management, disposal and recycling system that protects the natural environment while supporting the City of Raleigh's vision to achieve a sustainable future.

ORGANIZATION CHART



SERVICE AREAS

- Residential Collection
- Recycling Collection
- Yard Waste & Bulk Collection
- Landfill Management

GUIDING & GOVERNING DOCUMENTS

- The City of Raleigh Master Plan
- North Carolina General Statute XXXX
- City of Raleigh Municipal Code Section XXXX
- Environmental Protection Agency (EPA) Guidelines for Solid Waste Management

FY18 ACCOMPLISHMENTS:

Operations

Business Intelligence – SWS utilizes key performance measures and supporting metrics to drive the business practices of its Operations Division. Since the inception of CityWorks, managers are able to collect, analyze and report a greater amount of data across service programs. With a complete year of baseline data for analysis, SWS has increased its capacity to learn and adapt to business demands. The list below includes a few key performance measures with supporting metrics analyzed at the management level.

- Damaged carts
 - Monthly average (271), Target (Reduce by 10%)
- Missed collections
 - Garbage monthly average (357); Target (reduce by 5%)
 - Recycling monthly average (244); Target (reduce by 5%)
 - Needs Assistance monthly average ((78); Target (reduce by 10%)
 - Yard Waste monthly average (91); Target (reduce by 10%)
 - Bulky Load monthly average (20); Target (reduce by 10%)
- Possible violations at the curb
 - Monthly average (55); Target (reduce by 5%)

Technological Advances (FleetMind & CC&B) – FY18 is a watershed year for substantial improvements in technological development. The return on investment in major applications such as FleetMind—as well as the shared City's Customer Care and Billing system (CC&B) has yielded positive impacts on business operations.

- (*FleetMind*)– Operations leveraged recent investments in technological applications (and software) to improve service excellence and meet the changing needs of the department. The addition of FleetMind software has increased route efficiency—while allowing collection crews to provide greater feedback to field supervisors and analysts. With FY19 as a first full year of implementation, SWS will establish a base year for data analytics for the foreseeable future.

The department currently has FleetMind mobile devices installed on 25 service vehicle and all 'Pup Trucks' (smaller collection vehicles used in alleys and other small areas). Four units are also installed on the Central Business District (CBD) vehicles.

- *(Customer Care & Billing)*– SWS continues to work collaboratively with Public Utilities and Storm Water Management to improve the CC&B system. The upgrade will streamline billing resulting in better overall customer service.
- *(Geographical Information Systems, RouteSmart)*– SWS utilizes the City's Geographical Information System (GIS) and RouteSmart application to improve collection route efficiency. RouteSmart has given SWS the ability to automate Bulky and Cart Delivery routes each day; thus improving operational efficiency and eliminating errors caused by (previous) manual processes. RouteSmart also allows route sequencing for the most efficient way to run a collection route and is provided through a turn-by-turn directions route sheet.

Service Delivery Improvement – The department has implemented a 'Line of Business Productivity Trend Report' for the Recycling Program. The report identifies coaching opportunities for drivers, measures driver/routing performance, reduces down time, and eliminates excessive idle time. This report will illustrate a daily, as well as, a weekly snapshot of how that particular line of business is performing. Key indicators include:

- Planned route time vs. actual route time,
- Planned miles vs. actual miles,
- Planned tonnage vs. actual tonnage,
- Amount of mechanical breakdowns incurred,
- Driver idle time,
- Weekly missed collection (pickup) counts,
- Weekly resident participation rates and
- Attendance

At the same time, this report can be utilized to capture (photos of) code violations and serve as a communication tool between drivers and code enforcement officers—thus improving service delivery.

Employee Appreciation – Outstanding employees are recognized every week in the *SWS Weekly Tailgate* memo that is distributed to all employees. The *SWS Weekly Tailgate* motivates other employees to contribute to the SWS mission and provides a behind the scenes look at the employees with exemplary performance. Employee accomplishments are also published on a digital board, in the employee newsletter, and to the *COR Loop*.

Employee Appreciation – The SWS Achiever Employee Recognition Program was launched to promote employee retention and engagement. Each month, an 'Employee of the Month' is announced and rewards recipients with a certificate (and small gift) as a token of appreciation for their service.

Team Advisory Recommendations – While participating in focus group sessions, employees volunteered to recommend solutions to improve operations and equity within the department. Fourteen (14) employees volunteered to analyze and offer recommendations on eleven (11) pressing opportunities for

improvement. The employees were divided into three (3) teams: Emerald, Jade and Topaz Team Advisory Committees. Among the many recommendations, the following outcomes were achieved:

1. *Missed Collection Policy resulted in crews collecting their own missed collections (implemented)*
2. *Monitor missed collections by route with required Equipment Operator sign-off when collected (implemented)*
3. *Training initiatives for home buying, GED, money management, parenting, life after retirement (in developing with crews with Lean Six Sigma certification)*
4. *Route balancing evaluation form (implemented)*
5. *Training on interviewing skills to increase internal promotions (implemented)*

Management Stability – The investment in an additional five (5) SWS Field Operations Supervisors (FOS) has created a positive effect on how service programs are managed. FOS responsibilities include work order management in addition to field staff oversight by service program area. With FY18 as the first full year of management stability, SWS anticipates increased service oversight and overall accountability within the Operations Division.

Yard Waste Center & Wilders Grove Landfill Upgrades – Solid Waste Services continues to utilize the services of URS Corporation to address ongoing compliance and engineering support for the City of Raleigh Wilders Grove Landfill and Yard Waste Center (YWC). The scope of work includes continuation of the fourth phase of the groundwater Corrective Action Plan, support for air quality permitting and compliance, Stormwater permit support and Stormwater basin improvements at the YWC, landfill gas extraction system monitoring and maintenance, repairs to the landfill gas extraction system and the technical support for development of an Environmental Management System.

Current capital improvements include the improvements to the YWC Stormwater basin to include sludge removal, drainage improvements and erosion and sediment control. Current capital improvements for the Wilders Grove Landfill include valve replacement at flare, updating the electrical panels at blower station, installation of a backup air compressor, pump replacement at a number of wells, and the upgrading of the monitoring and alarm system for the flare house. Future capital expenditures will include new control panel at the blower station, installation of landfill gas sensors, and additional perimeter monitoring wells surrounding the landfill.

Code Enforcement & Consumer Education – To improve customer relations, the Code Enforcement (Code) Unit has adopted the practice of assisting customers with curbside preparation prior to written warnings. Also, officers will help customers divert waste through in-person communication and educational materials.

Code Enforcement Program Performance – Code Enforcement is utilizing Mobile 3-1-1 software to capture violations found on patrol. Using this software enables SWS to collect metrics on totals 'Notice of Violation' (NOVs) inspections conducted by staff. In addition to capturing total inspections, the program is also tracking NOVs by:

- Type (Examples: cart storage, contamination)

- Frequency per type of violation (monthly, quarter, ad hoc) and
- Geographic location (quadrant)

Metric: The average Code Enforcement staffer issues an average of 800 NOVs per year.

Safety: General Liability Claims Cost Avoidance – SWS continues to achieve lower general liability claim costs each year. From 2014 to 2017, dollar claims have decreased from \$12,000 to less than \$1,000.

Safety: Auto Liability Claims Cost Avoidance – The number and cost of auto liability claims continues to trend downward over the past four years. From 2015 to 2017 claims decreased from 60 to less than 40 overall.

Strategic Planning and Development

Lean Six Sigma – SWS continues to build off the successes of incorporating Lean Six Sigma principles throughout its business processes. In just one year, well over 25% of the department employees have earned Lean Six Sigma Yellow Belt Certification. The investment in this program continues to produce positive results in overall service quality and reliability. Over a dozen cross-sectional workgroups have used these principles to collect, analyze and report metrics to increase the department's business intelligence and improve service delivery. This decreases the dependency for consultant services and reduces expenditures related to this activity.

Continuous Classroom Training & Development – In aligning the department with the 'Organizational Excellence' objectives of the Strategic Plan, SWS leadership continues to invest in the classroom training for its staff. Over FY18, SWS will complete over 1,522 hours (in addition to Safety 1,061 hours) to train staff on departmental needs. Subjects from customer interaction to CityWorks management will be discussed over the coming months.

Establishing Behavior Based Performance Assessments – To provide consistent and reliable service to residents, the department continuously strives to recruit, assess, train and retain the best employees. In addition to Lean Six Sigma training, management is focused on developing consistent performance measurement (in every division). This includes calibrating performance standards for each task and job function—to ensure consistency among new hires, existing employees, and promotions.

Communications

Multifamily Community Outreach – To improve waste diversion in the city's 540 plus multifamily communities (approximately 68,000 units), SWS will distribute postcards to educate tenants on the proper way to prepare recyclable materials.

Early Holiday Scheduling Notification– In continuing the City's effort to sustain quality service delivery, SWS plans to mail holiday schedule postcards to all customers whose collection day occurs on a holiday. During Thanksgiving, the department mailed notices to over 70,000 customers as a reminder garbage collection for the following Saturday.

GovDelivery Notification System– SWS has over 5,800 GovDelivery subscribers. There are 4,264 subscribers for “Service and Holiday Alerts.” Other subscription topics include waste reduction tips, multifamily information and solid waste services and events totaling 5,826 unique subscribers. The department also utilizes the GovDelivery Emergency Notification System to send text and phone alerts to employees regarding changes in collection schedules due to inclement weather.

Informational Postcard – In continuing the City’s effort to sustain quality service delivery, SWS plans to mail a handbill, which will outline how to prepare garbage, recycling and yard waste for disposal. The reference card will contain other pertinent information such as convenient center drop-off site, leaf collection, how to reach customer care, and holiday schedules.

Talking Trash Guide – The SWS department has published its new Talking Trash Guide. Available in both Spanish and English versions, this step-by-step pamphlet serves as an easy reference and includes information residents need to know about solid waste services from curbside recycling and yard waste to leaf collection. The guide is also available in digital format on the City’s webpage.

FY19 KEY INITIATIVES

Multifamily Community Recycling Improvements – Approximately 86% of Raleigh’s apartment and condominium developments receive recycling collection from SWS. City Council has tasked the department with taking steps to make recycling collection accessible to 100% of multifamily communities without adopting a new ordinance. SWS identified education and a new service delivery model as two strategies for achieving that goal.

In partnership with the Office of Sustainability (Sustainability), SWS plans to further its research on best practices to increase recycling education to multifamily communities. Major strategies include in-person training with tenants and property staff. In addition to training, the department plans to make educational materials more accessible (ex. signs and newsletters).

SWS will enhance education by increasing the diversity and frequency of communication with multifamily community managers. SWS will also work to develop recycling champions by providing hands-on training to apartment managers and maintenance staff.

The new service delivery model focuses on dumpsters as an alternative to cart-based collection. Research in FY19 will determine whether it’s more cost efficient for SWS to provide collection or to offer a franchise agreement to a private hauler. If the private option is chosen, SWS will work closely with the chosen hauler, multifamily communities, and COR Utility Billing to facilitate a smooth transition

Volume-based Collection Program – The department will select a vendor to develop a financial and operational model for a proposed volume-based collection program. Expected outcomes (and deliverables) include: (1) Longitudinal financial model, (2) Discussion of a full cost recovery rate structure, (3) Case studies/best practices and standards on volume-based collection programs, and (4) Media plan and content strategy to educate, engage and empower Raleigh citizens to utilize the program.

Vehicle Replacement Needs – A timely vehicle replacement schedule is a necessary component of quality service delivery and operational stability. As such, SWS continues to collaborate with Vehicle Fleet Services (VFS) and BMS to assess its long-term vehicle replacement needs. Because of the large quantity of collection vehicles acquired in 2014 (and its impact on future budgets), the three departments will revise its vehicle replacement policy to evenly distribute equipment fund costs. The goal is to lessen the impact of replacement costs to the department's business model/budget.

Strategic Communications Plan – The SWS Communications Coordinator will continue to develop and implement the departmental *Strategic Communications Plan*. The plan provides a communication model and crisis protocol for both Operations and Administration Divisions.

Code Enforcement Fees and Civil Penalties –FY19 will become a (full) baseline year of tracking administrative fees and civil penalties. The reports will become available on a periodic (monthly, annual) and ad hoc basis.

Office of Sustainability Collaboration (Textile Initiative) – SWS is working to make textile recycling available city-wide. Staff has been to benchmark textile collection in other cities—assessing the benefits and costs of a potential program. The types of items would include: clothing, shoes, curtains, kitchenware, and small furniture.

Air and Water Quality Compliance: Capital Improvements – In addition to the many YWC and landfill outcomes listed in the 'FY18 Accomplishments' section, SWS will achieve additional capital improvements in an effort to ensure air and water quality remain a high priority for department. These include upgrades to stormwater basins and landfill systems. Repairing and upgrading existing stormwater basins to meet permitted stormwater discharge quality limits will remain a priority for FY19. With regard to landfill management, upgrades to flare and blower systems will include the installation of a back generator, replacement of the solenoid shut-off valve and replacement of the existing telemetry system which provide notification of system shutdowns.

FleetMind Expansion (Phase II) – The department will continue to invest financial resources in the expansion (as Phase II) of the FleetMind system. This phase will equip the remainder of SWS vehicle fleet with hardware for GPS tracking and on-board computing systems. Among the benefits of Phase II include a driver interface to display route information, view camera systems and collect real time data. Notable deliverables include:

- Obtain quote from FleetMind for Phase II (February 2018)
- Select equipment based on quote(s) provided (March 2018)
- Review IT requirements with City of Raleigh IT Department (April 2018)
- Equipment installation and training (July 2018)
- Project implementation (in production environment) (August 2018)

SERVICE OVERVIEW AND PERFORMANCE TRENDS

RESIDENTIAL SOLID WASTE COLLECTION

This service provides safe and efficient garbage collection and disposal services across the city, including specialized services in the central business district and at special events. Specific program features include:

- a. (Single Family Collection) Provides weekly curbside garbage collection for residential customers.
- b. (Commercial Collection) Provides daily curbside recycling services to more than 150 businesses within Raleigh’s Central Business District (CBD) Monday through Saturday.
- c. (Administration) Operates call center to respond to general customer service needs, billing and other inquiries. Increases community awareness and understanding of program through education and outreach. Provides operational support through GIS mapping and routing services, safety and training. Coordinates budget, accounting, purchasing and contract development.

PERFORMANCE MEASUREMENT & STRATEGIC ALIGNMENT

	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Target
1. Total Residential Tons Collected	92,124	98,028	95,000	94,000
2. Total Collection Points	121,209	123,501	124,500	128,000

Benchmark Comparison¹

- 1. **FY17 Total Residential Tons Collected:**
 - ❖ Sacramento, CA =110,497
Population Rank-35
 - ❖ Kansas City, MO =82,324
Population Rank-37
 - ❖ Mesa, AZ =118,794
Population Rank-38
 - ❖ Virginia Beach, VA =133,221
Population Rank-39

¹ Raleigh’s population rank-43rd based on 2010 US Census 2010 Survey.

- 2. FY17 Total Collection Points:
 - ❖ Sacramento, CA =124,605
Population Rank-35
 - ❖ Kansas City, MO =147,398
Population Rank-37
 - ❖ Mesa, AZ =135,048
Population Rank-38
 - ❖ Virginia Beach, VA =121,765
Population Rank-39

Organizational Excellence-Improving Customer Service				
	FY2016	FY2017	FY2018	FY2019
Average Monthly Garbage Missed Collections	Actual	Actual	Projected	Target
	405	250	240	230

Benchmark Comparison

- 1. **FY17 Average Monthly Garbage Missed Collections**
 - ❖ Virginia Beach, VA =368, Population Rank-39
 - ❖ Kansas City, MO =315, Population Rank-38

Analysis: Due to the added management layer (Field Operations Supervisors), a new work order system (CityWorks) and new RFID technology (Fleet Mind) implemented in FY17, the department anticipates a significant decrease in missed collections in residential collections. Considering the sharp increase in households served, it is to the City’s credit that average monthly missed collections are virtually the same over a two to three year period. In all, the monthly average has remained consistent since January 2017.

Last year’s investment in management (Field Operations Supervisors) and technology (Fleet Mind², CityWorks³) contributed to the decline in missed collections. Managers are now able to communicate more efficiently with field crews to report setout contamination as well as non-setout occurrences. As the City continues to grow, these investments will continue to provided added value and increasing returns moving forward.

² Fleet Mind is the SWS vehicle management system (track location, productivity data such as mileage, idle time, contamination photos, etc.)

³ CityWorks is the City of Raleigh’s new work order system implement in December 2015.

RESIDENTIAL & MULTIFAMILY RECYCLING COLLECTION

This service provides and promotes recycling services across the city through a variety of collection methods, including specialized services in the central business district, city parks, at special events and a reuse swap shop.

a. (Commercial Collection) Provides daily curbside recycling services to more than 150 businesses within Raleigh’s Central Business District (CBD) Monday through Saturday.

b. (Single Family Collection) Provides bi-weekly curbside collection of recyclable materials for residential customers.

c. (Multi Family Collection) Provides weekly collection of recyclable materials from multi-family developments through the use of igloo and smaller containers.

d. (Administration) Operates call center to respond to general customer service needs, billing and other inquiries. Increases community awareness and understanding of recycling program through education and outreach. Provides operational support through GIS mapping and routing services, safety and training. Coordinates budget, accounting, purchasing and contract development.

PERFORMANCE MEASUREMENT & STRATEGIC ALIGNMENT

	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Target
1. Total Recycling Tons Collected	27,2555	28,239	28,300	29,000
2. Total Collection Points	180,880	183,172	184,300	185,000

Benchmark Comparison⁴

1. **FY17 Total Recycling Tons Collected:**
 - ❖ Sacramento , CA =28,734
Population Rank-35
 - ❖ Kansas City, MO =19,880
Population Rank-37
 - ❖ Mesa, AZ =34,200
Population Rank-38
 - ❖ Virginia Beach, VA =31,367
Population Rank-39

⁴ Raleigh’s population rank-43rd based on 2010 US Census 2010 Survey.

- 2. FY17 Total Collection Points:
 - ❖ Sacramento, CA =124,593
Population Rank-35
 - ❖ Kansas City, MO =147,398
Population Rank-37
 - ❖ Mesa, AZ =109,275
Population Rank-38
 - ❖ Virginia Beach, VA =125,016
Population Rank-39

Organizational Excellence-Improving Customer Service				
Average Recycling Missed Collections per month	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Target
	182	161	150	140

Benchmark Comparison

- 1. **FY17 Average Monthly Recycling Missed Collections**
 - ❖ Virginia Beach, VA =92, Population Rank-39
 - ❖ Kansas City, MO =290, Population Rank-37

Analysis: As the same with residential collection the recycling program benefited from the added management layer and technology based reengineered business practices. 2016 has already shown sharp decline in missed collections in recycling. The average monthly missed recycling collections have declined from 265 to 182 per month compared to 2015. Again, when factoring in the city's growth (and increase in households served), positive outcomes were achieved in this vital program area.

Again, increased investments in management positions and technology continue to have a positive impact on this key indicator. Missed collections continue to decline for the second consecutive year. Like most successful organizations, the concentrated emphasis on improving overall business intelligence results in a higher degree of intended results.

RESIDENTIAL YARD WASTE COLLECTION

This service provides for collection of residential yard waste materials that are prohibited by state law to be disposed of in landfills.

- a. (Residential Yard Waste Collection) Provides weekly curbside collection of yard waste materials from single family residences.
- b. (Administration) Operates call center to respond to general customer service needs, billing and other inquiries. Increases community awareness and understanding of program through education and outreach. Provides operational support through GIS mapping and routing services, safety and training. Coordinates budget, accounting, purchasing and contract development.

PERFORMANCE MEASUREMENT & STRATEGIC ALIGNMENT

	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Target
Average Households Served per Month	120,394	122,303	124,750	125,000

Growth and Natural Resources

Yard Waste Monthly Truck Availability Rate	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Target

Analysis: Having a high vehicle availability rate provides both tangible and intangible benefits to both citizens and to city government. These include (1) improved service delivery, (2) higher customer satisfaction and (3) association with vehicle inventory fiscal soundness. Maintaining a reliable fleet allows collection crews to complete routes without unnecessary collection delays. Reliable and timely collection has a direct impact on customer satisfaction and public confidence in the department’s performance. High vehicle availability rates are also associated with the department’s ability to manage its vehicle inventory in the short run and in the long run.

Better management of the SWS vehicle fleet continues to produce higher rates of truck availability. The department continues to work with BMS and VFS on ensuring older and costlier collection vehicles are replaced as scheduled.

YARD WASTE CENTER & WILDER'S GROVE LANDFILL MANAGEMENT

The SWS Yardwaste Center recycles and sells yard waste materials that are prohibited by state law to be disposed of in landfills.

a. (Yard Waste Center Operations) Operates recycling center for yard waste collected by city crews and accepted from the public. Yard waste is recycled into mulch and compost, which is utilized at city facilities and offered for sale to the general public.

b. (Administration) Operates call center to respond to general customer service needs, billing and other inquiries. Increases community awareness and understanding of program through education and outreach. Provides operational support through GIS mapping and routing services, safety and training. Coordinates budget, accounting, purchasing and contract development.

PERFORMANCE MEASUREMENT & STRATEGIC ALIGNMENT

	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Target
Yardwaste Center Sales Revenue per Transaction	\$34	\$27	\$30	\$30

Growth and Natural Resources	FY17 Actual	FY18 Actual	FY19 Projected	FY20 Target
Residential & Commercial Tons Processed	41,180	43,878	44,756	45,651

Analysis: The composting industry has become increasingly complex and poses many opportunities and challenges to the SWS Yardwaste Center (YWC). The center expanded its labor and material capacity by serving surrounding municipalities while constantly responding to the demands of its customer base (citizens and city departments). Although total product sales have declined 19% from FY16 to FY17, expectations for growth remain.

Overall demand for YWC services continues to rise, necessitating the proper staffing and replacement of equipment. Major resources in need of replacement/acquisition include: grinders, excavators, and scalehouse upgrades.

BUDGET HIGHLIGHTS

FY19 AND FY20 BUDGET HIGHLIGHTS

Wilder's Grove Landfill Maintenance – The City still maintains its contractual agreement with URS Corporation to provide ongoing compliance and engineering support (maintenance, repair and technical support) for the Wilder's Grove Landfill. The SWS FY19 Budget includes funds to address remaining expenses in the current contract. The contract, which was recently amended, is set to expire December 31, 2019. The scope of services included in this amendment includes:

1. Task 1 – Wilder's Grove Landfill Corrective Action
2. Task 2 – Wilders Grove Landfill Air Permitting and Compliance
3. Task 3 – Yardwaste Center Permit Support
4. Task 4 – Landfill Gas Extraction System – Monitoring and Maintenance
5. Task 5 – Landfill Gas Extraction System – Repairs
6. Task 6 – Environmental Management System (EMS) Development Technical Support

FY20 Proposed budget (\$378,000). Account String: 360-5036-486-712240 (Landfill Post Closure Costs)

Customer Care and Billing (CC&B) – Major changes and upgrades within the City's CC&B system will have a significant impact on the department over the coming years. The FY19 budget reflects both upgrade and annual expenses that reflect the department's share of the Public Utilities Department's (PUD) operation of the CC&B system. Contractual agreements for annual expenses total \$1.4M while upgrade costs total \$810k. (Note: SWS will pay \$270k for the next three years).

Long-term Vehicle Replacement Needs – SWS will need to replace over a third of its service vehicles within the next the next three (3) years. As such, the FY19 budget reflects the importance of making strategic decisions along with reliable financial estimates for the replacement of collection vehicles to sustain operations. The proposed Equipment Use Charge (EUC) for FY20 is \$4.2M—while early estimates for FY20 total \$3.2M.

FleetMind Enhancements– FleetMind enhancements continue to prove valuable to the service delivery of the recycling program. All of the recycle FleetMind mobile units are fully operational (collecting route data, receiving photos, etc.) and the system will eventually provide data analytics for every service program with investments in the Phase II installation (garbage vehicles) in FY19. This year's proposed budget includes \$1.2M for new equipment along with \$270k (\$90k per year for three years) for service contract requirements.

Yardwaste Center Equipment – In addition to regular collection vehicles, SWS is requesting much needed YWC equipment to ensure continued regulatory compliance and improve daily operations. The

two additional YWC equipment requests (excavator and bucket dozer) are valued at \$200k and \$101k respectively.⁵

In addition to everyday usage, recent years have indicated the need for additional yard waste equipment to clean debris left behind by storms. Ensuring the proper amount of equipment is essential to the safety to the community in addition to complying with federal and state environmental laws.

⁵ Annual Equipment Use Charge cost for excavator (\$40k); buck dozer (\$20).

ISSUES & EMERGING TRENDS

ISSUES & EMERGING TRENDS FOR FY20 AND BEYOND

Multi-family Waste Diversion – As outlined in the Waste Reduction Task Force report, many multi-family communities do not have recycling options or ways for residents to recycle either because of the high cost (for the apartment complex) or no designated space to store recycling containers. In an effort to combat this issue, SWS staff has benchmarked municipal recycling ordinances and best practices from cities with a similar socio-economic profile to Raleigh. The department's findings provide several options to consider improving MFC recycling, which include: (1) Increasing waste source availability, (2) Providing education and training to apartment managers and tenants and (3) Distributing educational recycling literature. With this research, the department plans to develop a business model to address these areas—either through private or public means.

Volume-based Collection Program – Among its primary initiatives, SWS will assess the viability of implementing a volume-based service model (also known as pay-as-you-throw or PAYT) — compared to its present (one-size-fits-all) service model. The department has identified two potential vendors to identify the most practical financial and operational model(s) which will allow the department to maximize its financial resources. Notable project dates include:

- Selection of vendor 1st Quarter 2018
- Project Update (from vendor) 2nd Quarter 2018
- Project completion (tentative) 4th Quarter 2018

Increased Stakeholder Engagement through Social Media – Over the past several months, Sustainable Raleigh and the City's Social Media Twitter following has experienced significant growth, prompting customers to tweet their complaints online rather than contacting customer care. Customers believe the benefit of using a slightly higher tech approach means faster response times. Providing faster responses times may require the department to re-allocate resources during business and non-business hours to more closely monitor its joint Twitter feed.

Organic Waste Diversion – A 2011 study found that 24% of the waste stream going into the South Wake Landfill was compostable materials. In response to the findings, Wake County Government conducted its own organics study, which resulted in a food waste collection pilot that has been ongoing since 2015. At the state level, waste reduction grants prioritize organics diversion projects and the state is actively seeking partners to reach an ambitious federal goal of reducing food waste by 50% by 2030. SWS recognizes this as an opportunity to establish and promote food waste collection programs (beyond the backyard scale).

Curbside Textile Collection – At the directive of City Council, SWS is collaborating with the Office of Sustainability to determine the viability of city-wide curbside textile collection program. The two departments are tasked with researching best practices of textile programs in other municipalities;

determining the requirements for a proposed vendor; and identifying any necessary ordinance changes necessary to program implementation.

Expansion of GovDelivery Notification System – Communicating service delivery updates to residents is a top priority for the department. This is particularly important during times of weather events and other uncontrollable factors. As a result, SWS will seek to expand the GovDelivery Notification System to notify residents of service interruptions during inclement weather or any other events that will temporarily suspend service.