

Staff Resources Plan



# City-Wide Exclusive Franchise System for Municipal Solid Waste Collection and Handling



Prepared by  
Bureau of Sanitation



Solid Resources Citywide Recycling Division

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# Executive Summary

## ES.1 Background Information

### ES.1.1 History of the Project

On April 24, 2013, the Los Angeles City Council adopted the Bureau of Sanitation’s Exclusive Franchise System Implementation Plan for Multi-family and Commercial Solid Waste Collection.

The Council’s action brought to conclusion over 10 years of analysis, discussion and debate over alternative strategies to increase diversion, increase the efficiency of the collection system, and improve customer service. The implementation of the new Franchise System will be the largest and most complex franchise implementation in US history. The new Franchise System will significantly improve customer service, increase service offerings to customers, improve conditions of workers at facilities, and increase the City’s ability to achieve its Zero Waste goals. The new Franchise System is expected to start service in early January, 2017.

In approving the Implementation Plan, the City Council recognized that in order for the Franchise System to be successful, Sanitation needs to provide a high level of oversight of Franchise Contractor performance, take specific steps to ensure a high and consistent level of customer service, and be resourced to do so. Specifically, the Implementation Plan states that:

- The City will serve as the first point of contact for customer complaints and other customer service matters;
- The City will establish a uniform set of performance measures that each Franchise Contractor will be held accountable to, and be subject to liquidated damages for poor performance;
- The City will require each Franchise Contractor to meet specific diversion targets over the life of its Franchise Agreement, and be subject to penalties for failing to meet its targets;
- The City will regularly inspect all routes, and facilities used by the Franchise Contractors, to ensure compliance with the terms of Franchise Agreements

The implementation of the franchise system means many changes that will require staff resources. Figure ES-1 below highlights key Council directives regarding the Franchise System and how the Franchise System differs from the previous solid resources collection system.

**FIGURE ES-1 – Key Council Directives and Changes to the Commercial Collection System**

Council Directive	Current Open Permit System	Future Franchise System
Provide responsive customer service with digital communications	Call Center services residential customers from 8am-5pm on week days	24/7 Call Center that records, dispatches and responds to all customer complaints and requests
City oversees contracts and assures contract compliance providing a high level of accountability to customers	Annual report with no contract compliance	Contract management staff to ensure all contractors are complying with Franchise Agreement
Provide certified inspectors that support customer service and enforce contract conditions	No inspection program at customer sites	Inspection staff that responds to on-site customer needs and conducts field audits

**FIGURE ES-1 – Key Council Directives and Changes to the Commercial Collection System**

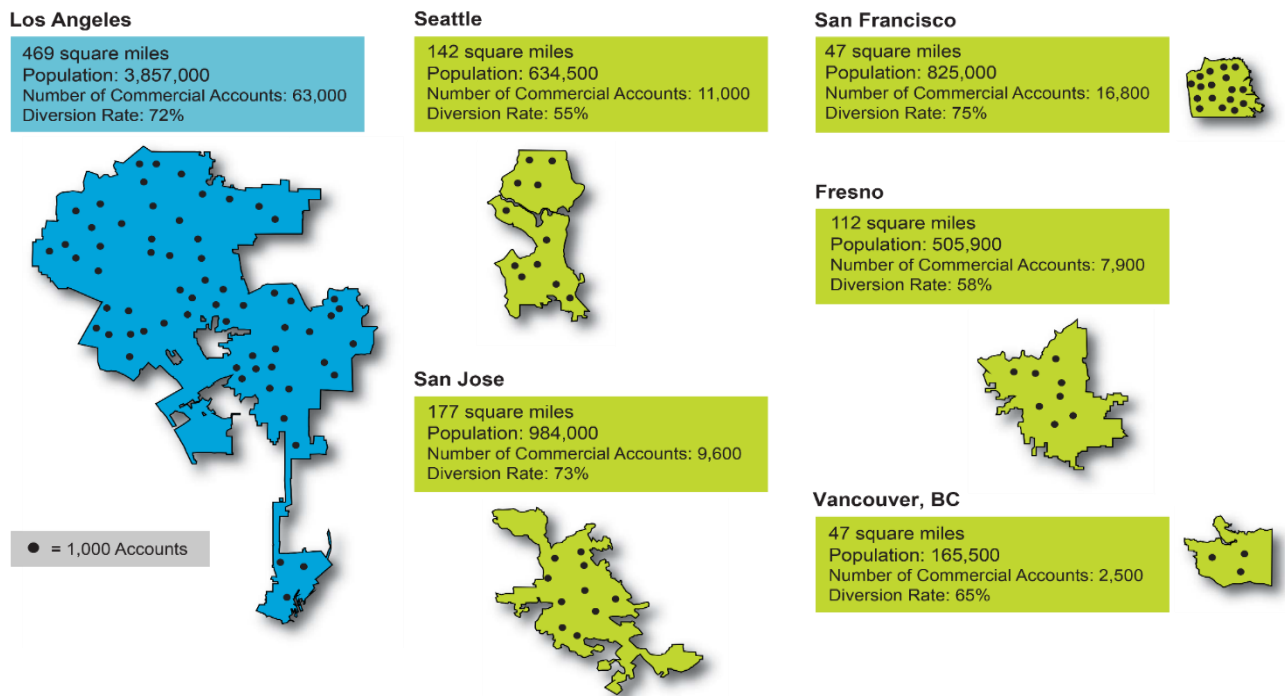
Council Directive	Current Open Permit System	Future Franchise System
Certification program for all facilities	Voluntary certification program only for diversion	Annual certification process with routine inspections for 50 – 70 facilities
Achieve Zero Waste Goals by 2025	No diversion requirements	Develop community outreach system to increase recycling and -staff to monitor contractor diversion targets

Administration of the new Franchise System requires significant staff resources to provide a high level of:

- Customer Service, including Call Center resources and customer site inspection to respond to complaints and conduct audits
- Inspection and certification of 50 – 70 Contractor Facilities to Assure Safe Conditions
- Compliance with Customer Billing and Payment Terms of Franchise Agreements
- Management and Compliance with up to 11 Franchise Agreements
- Community outreach and education to increase recycling and monitor compliance with diversion targets

The Franchise System to be implemented by the City will be largest implementation of such a system in US history. Implementation of the Franchise System will require the delivery of up to 120,000 bins, the setup of new accounts for a significant number of customers, and a vast outreach and education effort. While there are many franchise systems in the US, systems that exist in other counties and cities have far fewer accounts. In fact, any one of eleven (11) collection zones the City will establish has the same number of accounts as most large franchise systems in the US. Figure ES-2 below provides a comparison of the Los Angeles Franchise System to benchmark cites.

**FIGURE ES-2 – Los Angeles Franchise System is large in Comparison to Other Cities**



## ES.1.2 Resources Plan Purpose

The purpose of this Resource Plan is to provide estimates of the number and cost of City staff- by function and job title - that will be required to effectively implement and manage the Franchise System over a ten year period. This Resource Plan also provides an estimate of associated non-labor costs, such as equipment, mileage and training program costs. Training of new staff will be a challenging task and will require a well thought out strategy and adequate resources to carry out.

## ES.1.3 Consequences of Inadequate Staffing

The transition from an open market to the exclusive Franchise System requires proper planning and adequate staffing resources. Although staffing requirements will likely change over time, the City must be adequately staffed – with well trained staff – to ensure the effective implementation of the Franchise System and management of the System long term.

The consequences of not adequately staffing key Franchise System program management functions will be significant, including:

- Poor customer service during and after transition, including unacceptable call wait times for customer service assistance;
- Inadequate contractor performance oversight, leading to excessive missed collections, unsafe working conditions at facilities, and excessive delivery times for containers;
- Under reporting of fees due to the City; and
- The failure of franchise haulers to meet their diversion plan commitments.

## ES.2 Staffing Requirements

Estimates of the City’s required staffing for the Franchise System provided in this report are based on relevant benchmarks from other jurisdictions, like functions already performed in the City, and informed estimates of requirements.

### ES.2.1 Los Angeles’ High Standards Require Adequate Staffing Levels

The City has set an aggressive zero waste goal and provides full public sector collection to single family residents, whereas other cities may have set lower diversion goals and/or delegate part or all of collection and customer service responsibilities to a contractor.

### ES.2.2 Transition Period Resource Requirements

It is expected that once the Franchise Agreement are signed, and the public becomes fully aware that implementation is about to begin, that there will a period of up to 18 months where call volumes to the City’s call center will be much greater than normal, and the demand for on-site customer service will be high as well. This 18-month “peak” period will require additional, though temporary, resources to effectively serve customers.

It is increased call volumes during the transition period, and an increase in the volume of email and other customer contacts, that will drive the need for more CRSs and Inspectors in the short term. There are no readily available records to use as benchmarks to determine how much greater the demand for short term staffing will be, but jurisdictions that have implemented major changes to their collection systems (for example, Seattle in the early 1990s) experienced customer call volumes several times greater than normal, for extended periods of time. It is prudent to assume this will happen when the implementation of the Franchise System begins, and staff up using temporary staff and/or contractors to address peak needs.

### ES.2.3 Benchmarks

In order to provide benchmarking of City staff requirements, we surveyed 12 jurisdictions that are known to have staff who perform some of the functions that Sanitation will need to implement and manage the City’s

franchise agreements. Complete survey results are provided in Appendix B. All but one (City of New York) of the jurisdictions surveyed are much smaller than LA, and have far fewer collection zones, so extrapolating the findings to LA's situation requires some care. The cities surveyed provided some valuable information for selected functions, but for not all of the functions that the City plans to accomplish for the Franchise system. Figure ES-3 below shows some helpful information from benchmark cities, when used in context.

**FIGURE ES-3 – Benchmarking provides some useful data, but is limited**

Service Category	Representative Benchmark Cities		Proposed for Zero Waste LA	
	City	FTEs	Accounts	FTEs
Customer Service Reps	Vancouver 41,000 res. plus 4,000 comm. accounts	12 FTEs	63,000 commercial accounts	18 FTEs
Customer Field Inspections	Seattle 5,300 comm. accts	3 FTEs	63,000 commercial accounts	48 FTEs
Diversion & Facilities Inspection	New York 54 facilities	22 FTEs	50 - 70 Facilities	8 FTEs
Contract Mgmt & Financial	San Jose 1 hauler	1 FTE	8 – 11 haulers	12 FTEs

## ES.2.4 Customer Service

Commercial customer service requirements are much more complex than residential requirements because commercial rates structures will be more complex than the City's residential rate structures. For example, the City of Los Angeles charges one flat rate to all single-family residents and the new commercial franchise will have rates based on one to six days of collection for 3 sizes of charts, at least 4 sizes of bins, several sizes of rolloff and compactors. In addition, there will be Sunday rates and fixed rates for extra services such as locking bins.

Commercial businesses receive up to six pickups a week, and a few will require collection on Sundays. The City must be ready to receive calls seven days a week and respond to customers that expect collection multiple days per week.

A high level of reliability is required for commercial collection, (for example, restaurants and hospitals need frequent and reliable collection to demonstrate cleanliness to their customers and comply with health codes) and commercial customers are highly conscious of cost. Resolving a missed pick up the next day may be far too late. Thus, it would be expected that the City's Franchise System would require at least as many CSRs as any of the benchmarked jurisdictions.



**Figure ES-4 – Customer Service Representative (CSR) Staffing Summary**

Key Assumptions	760.8 calls per day in steady state, 1,902 calls per day during transition
	6.5 minutes per call in steady state, 8 minutes during transition
	6.5 hours seat time per CSR in both steady state and transition, accounting for all types of leave (sick, vacation, holiday, City meetings and break policy)
Benchmarks	Assumes 6% of customers call per week in steady state based on Bellevue WA experience
	Assumes 15% during transition (no reliable benchmarks available for the transition period, though Seattle was receiving 1,000 – 2,000 calls a day for months during the implementation of its new system in 1990-1991)
	Call duration in steady state based on benchmark survey
Risks of Inadequate Staffing	Long customer wait times resulting in poor customer service and negative public perceptions of the Franchise System (DWP currently at 18 minutes +)
	Delayed response to email, web and letter customer requests (DWP currently 11 days behind)
	High call abandonment rates mean service requests/issues not addressed (DWP has 40% call abandonment rate currently)

**ES.2.5 Inspections – Customer Response and Diversion**

In order to benchmark the inspections envisioned in LA's Franchise System, we surveyed eight jurisdictions that utilize inspectors for various tasks, in some cases for recycling code compliance, customer response, and/or other code compliance requirements. Only Seattle utilizes inspectors for a similar mix of tasks as the City is planning to perform.

Customer response inspectors will conduct on-site inspections related to customer service complaints and service issues that require a meeting with the customer and/or Franchise Hauler. Benchmark information does not exist for how many of these inspections the City can anticipate, so it has been assumed that 10% of customer calls to the 311 center will require an on-site visit (or more than 70 per day).

Diversion inspectors will monitor Franchise Hauler compliance with the diversion related terms of Franchise agreements, such as bin distribution, tagging of contaminated bins, etc. Diversion inspectors will also distribute recycling information in the field, meet with customers to provide information on opportunities to recycle and reduce cost. They will also tag recycling containers that have been contaminated, and monitor locations with repeat contamination issues.

**Figure ES-5 – Regional Field Inspections Staffing Summary**

Key Assumptions	10% of calls require on-site inspection (760.8 calls per day in steady state, 1,902 calls per day during transition)
	Field inspectors responsible for 200 graffiti complaints per week
	Routine inspection of diversion program implementation at 5% of routes per week
	6.5 hours seat time per inspector in both steady state and transition, accounting for all types of leave (sick, vacation, holiday, City meetings and break policy)
Benchmarks	Seattle has 3 multifamily inspectors for on-site customer service (for 5,300 accounts); this implies that LA needs 37 inspectors for its 63,000 accounts
	San Jose has 2 diversion program inspectors for 9,600 accounts
	Benchmarking limited due to uniqueness of each City's program
Risks of Inadequate Staffing	Delayed on-site response resulting in poor customer service and negative public perceptions of the Franchise System
	Infrequent enforcement of franchise requirements for diversion program implementation resulting in poor customer service, negative public perceptions of the Franchise System, or lack of zero waste goal attainment
	Inconsistent enforcement of graffiti removal franchise requirements resulting in negative public perceptions of the Franchise System

**ES.2.6 Inspections – Facilities**

As noted in section 2.2, Facilities Inspection staffing requirements are primarily driven by the number of inspections (per year) the City determines are necessary and the time required for each inspection.

The City plans to inspect each facility in the Franchise System on a quarterly basis and the inspections process will be modeled after the City's existing facilities inspection program.

**Figure ES-6 – Facilities Inspections Staffing Summary**

Key Assumptions	4.5 inspections per week in steady state (1 per day); there are 58 facilities that will require periodic inspections
	1,980 minutes per inspection (33 hours) including travel, on-site inspection and report preparation
	6.5 hours seat time per Inspector in both steady state and transition, accounting for all types of leave (sick, vacation, holiday, City meetings and break policy)
Benchmarks	Assumes 8 hour inspections based on New York's transfer station inspections (approximately 8 hour/month).
	LA City AB939 Processor Certification program provided quarterly frequency with 3:1 ratio of office:field time
Risks of Inadequate Staffing	Facilities may not process or deliver materials as intended (i.e. overwhelmed MRFs fail to process all materials and dispose more materials than proposed), with potential media implications
	Facilities operate in an unsafe manner and City is unaware and unable to prevent/mitigate potential danger to labor
	City is unable to investigate and enforce Franchise System facility requirements

**ES.2.7 Finance**

Finance staff is critical in helping the City monitor Franchise Hauler performance, track and recover payments owed to the City by Franchise Contractors, and monitor, analyze and prepared reports regarding trends in service levels, revenue and fees due to the City. Each of the City's 11 zones contains 1,000 to 5,000 accounts, which will be billed by the Franchise Contractors. If the City does not monitor Contractor billings, service level and revenue data on a regular basis, errors or under-reporting of revenues, could result in significant financial impacts to the City and its commercial customers. The City will also be receiving a large amount of Franchise Contractor performance data on a frequent basis and analysis of these data require capable staff, in particular to ensure that Franchise Haulers are held accountable for poor performance.

**Figure ES-7 – Finance Staffing Summary**

Key Assumptions	At least 6 Franchise Agreements (it is assumed there is at least one bundle)
	36 reports to prepare per month (6 weekly performance data reviews; 6 monthly service level data reviews; and 6 monthly financial performance reviews)
	6 hours per report provided, plus 12 hours per week in meetings, 6.5 hours seat time per staff member, accounting for all types of leave
	Assumes no additional financial staff needed during transition
Benchmarks	Benchmarking limited due to uniqueness of each City's program
Risks of Inadequate Staffing	Inability to sort and analyze contractor and program data will compromise City's ability to monitor and enforce Franchise System requirements
	Program reporting expected by City Council and DWP Board may not be possible without skilled staff dedicated to this analysis, or would require on-going significant consultant assistance
	City requires data in Franchise RFP, if data is held by the City, but not acted upon, it could create a liability for the City

**ES.2.8 Contract Management**

The Franchise System will result in no less than six and up to 11 franchise agreements potentially with a different contractor for each agreement. Contract management staff is needed for all franchise agreements. It is typical for questions regarding contract interpretation to arise throughout a franchise term, especially with a new franchise system. Contract management staff allows the City to work with its contractors and enforce the terms of their contracts when needed. The City's ability to manage its contractors is directly related to the resources in this functional area. Cities that work in partnership with their haulers tend to have a larger number of contract management staff, while cities that delegate more responsibilities to their contractors tend to have smaller numbers of contract management staff relative to their customer base.

New tasks and staff are required for the Franchise System. Figure ES-8 shows the proposed staff overlaid on the Franchise System zone map. This shows how the staff would provide service throughout the City. Figure ES-9 shows the organizational chart of the staff recommended for the new Franchise System division.

**Figure ES-8 – Contract Management Staffing Summary**

Key Assumptions	11 zones and at least 6 Franchise Agreements
	Extensive service, reporting and diversion requirements to be included in Franchise contracts
	6 hours per report provided, plus 12 hours per week in meetings, 6.5 hours seat time per staff member, accounting for all types of leave
	Assumes no additional contract management staff needed during transition

Benchmarks	<p>Benchmarking limited due to uniqueness of each City's program</p> <p>Contract management estimate may be low based on Seattle, San Jose and Sacramento County benchmarking</p>
Risks of Inadequate Staffing	<p>Inability to monitor, enforce, and clarify Franchise System contract provisions that were created to protect the City, customers, labor and the environment</p> <p>Lack of contract oversight and enforcement may lead to precedent setting which could in turn make it difficult for the City to enforce contract provisions and collect liquidated damages later</p> <p>Negative public perceptions may result, if contractors do not perform to the standards set in the Franchise System implementation plan, RFP and contracts, and the City lacks contract management resources to correct problems</p>

### ES.3 Staff Resource Cost Estimates

The total annualized cost of steady-state staffing is estimated to be close to \$15.7 M. Up front equipment costs are estimated to be approximately \$1.3 M. The cost of transition staffing is estimated to be \$5.0 M annualized, or \$7.5 M over an 18-month transition period. Up front equipment costs are estimated to be approximately \$900,000 for transition staff.

### ES.4 Schedule

Initial training sessions for the first hires are required to begin in 2014 and resume again in 2016. Figure ES-10 illustrates the level of effort moving forward.

FIGURE ES-8 – Franchise System Staff and Region Map

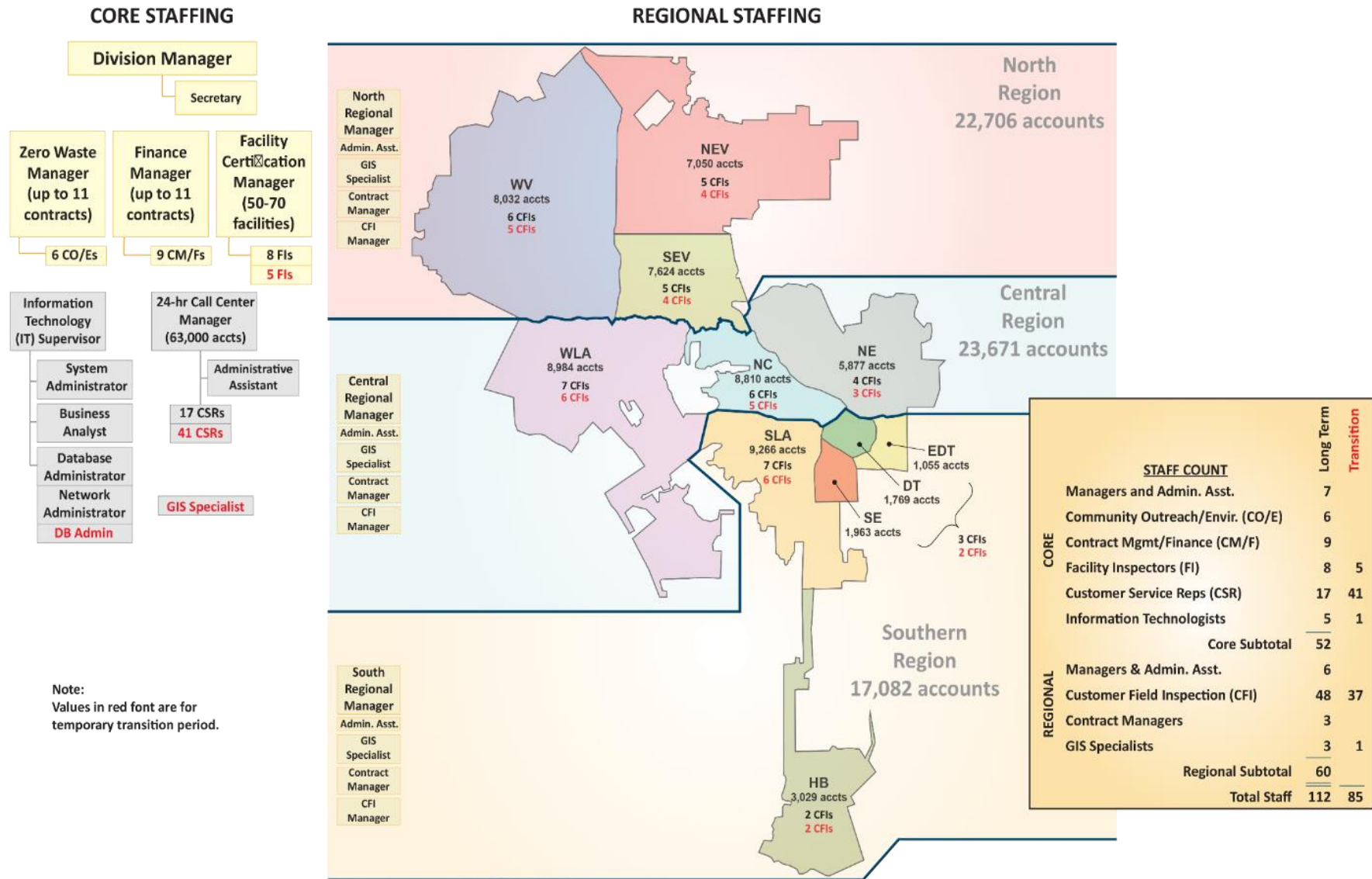
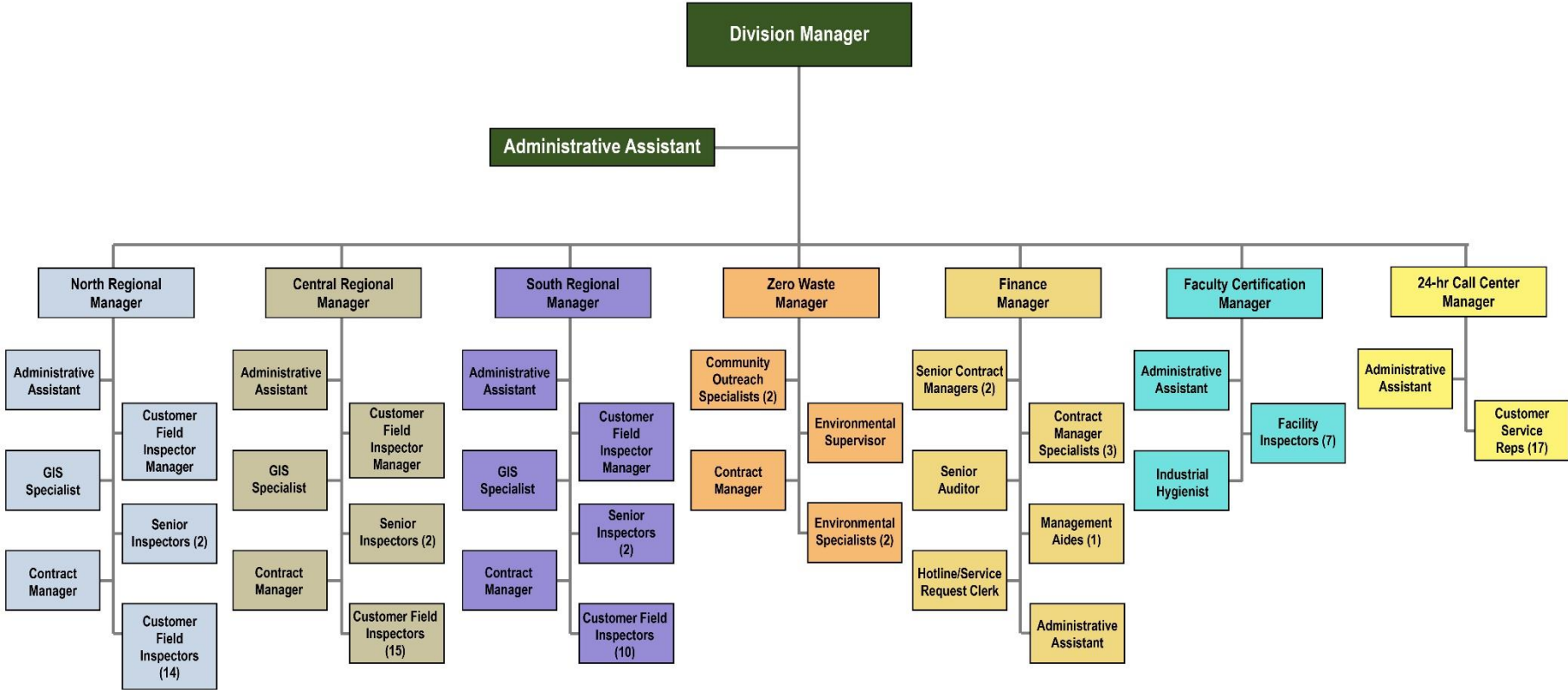


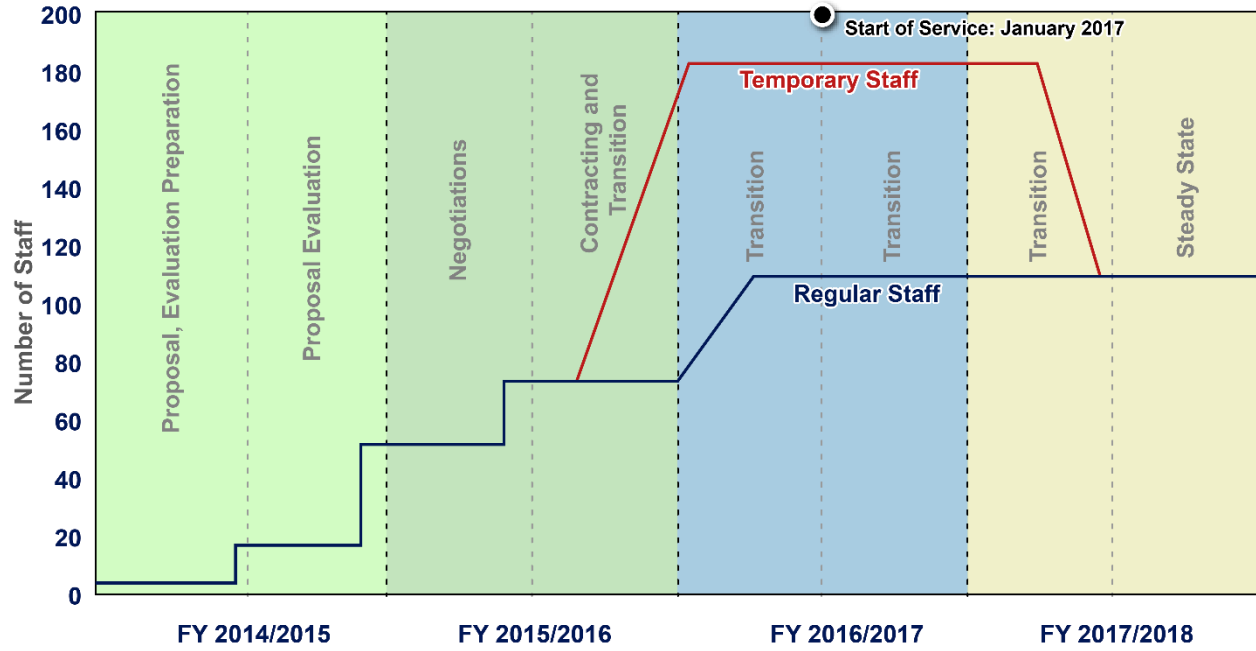
FIGURE ES-9 – Proposed Franchise System Organizational Chart







**FIGURE ES-10 – Estimated Level of Effort for Franchise System**



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# 1. Background Information

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## 1.1 History of the Project

On April 24, 2013, the Los Angeles City Council adopted the Bureau of Sanitation's Exclusive Franchise System Implementation Plan for Multi-family and Commercial Solid Waste Collection. In so doing, the Council directed Sanitation to begin the implementation of the Franchise System, including the development of an RFP for solicitation of proposals to serve each of the Franchise System's eleven (11) collection zones. Implementation of the Franchise System will support the achievement of the following goals:

- Meet the City's zero waste goals;
- Meet and exceed State requirements for waste diversion and mandatory recycling;
- Improve health and safety for solid waste workers;
- Improve efficiency of the City's solid waste system;
- Improve the City's air quality;
- Provide the highest level of customer service;
- Create a consistent, clearly defined system, fair and equitable rates, and contingency plans to ensure reliable service;
- Create a system that ensures long term competition; and
- Ensure reliable system infrastructure to provide uninterrupted service to Customers.

The Council's action brought to conclusion over 10 years of analysis, discussion and debate over alternative strategies to increase diversion, increase the efficiency of the collection system, and improve customer service. The new Franchise System is expected to "go live" in early January, 2017.

The Franchise System to be implemented by the City will be largest implementation of such a system in US history. Implementation of the Franchise System will require the delivery of up to 120,000 bins, the setup of new accounts for a significant number of customers, and a vast outreach and education effort. While there are many franchise systems in the US, systems that exist in other counties and cities have far fewer accounts. In fact, any one of eleven (11) collection zones the City will establish has the same number of accounts as most large franchise systems in the US (Figure 1-1). The City is particularly unique in that it is moving from an open market system with over 500 to 750 haulers and 63,000 commercial accounts (most franchise systems have less than 5,000), where rates differ – sometimes substantially - by hauler, where customer service quality varies from one company to the next, and recycling options are limited, to a system where efficiencies will be achieved by granting exclusive collection zones, where customer service quality will be high and consistent throughout the City, and customers will have the same service options regardless of where in the City they are located.

In approving the Implementation Plan, the City Council recognized that in order for the Franchise System to be successful, Sanitation needs to provide a high level of oversight of the Franchise Contractor performance, take specific steps to ensure a high and consistent level customer service, and be resourced to do so. Specifically, the Implementation Plan states that:

- The City will serve as the first point of contact for customer complaints and other customer service matters;
- The City will establish a uniform set of performance measures that each Franchise Contractor will be held accountable to, and be subject to penalties for poor performance;

- The City will require each Franchise Contractor to meet specific diversion targets over the life of its Franchise Agreement, and be subject to penalties for failing to meet its targets;
- The City will regularly inspect all routes, and facilities used by the Franchise Contractors, to ensure compliance with the terms of Franchise Agreements

## 1.2 Overview of the Existing and New Franchise System

The City's existing multi-family and commercial solid waste collection is an open market system, where any hauler with a permit from the City can provide collection services in the City. There are currently 500 to 750 active collection companies in the City, most of which only collect construction and land clearing debris. Five (5) firms provide solid waste (refuse) collection service to 89% of all known accounts, and 94% of all accounts are served by the ten (10) largest collection companies as measured by gross receipts.

The new Franchise System will be comprised of eleven (11) collection zones, and each will be served by one hauler, who will have the exclusive right to provide solid waste, commingled recycling, and organics collection services in that zone. The Implementation Plan states that the City will provide thorough oversight of the activities and performance of Franchise Contractors, including but not limited to monitoring of critical performance metrics (e.g. missed collections), levying of liquidated damages for poor performance, inspection of routes to ensure that each Contractor is following the terms of its franchise agreement, inspection of commingled recycling bins to identify and correct contamination issues, and inspection of each Contractor's facilities ensure each complies with permits, safety requirements, etc. The City will also serve as the first point of contact, via its Bureau of Sanitation Call Center, for customer complaints calls, requests for service, and other customer service related issues.

To effectively perform its oversight and customer service related roles, the City will require additional staff. These staff will need to be on board and trained by the middle of 2016, since customers will likely begin calling the City with many issues, prior to "go live" in January, 2017. The Bureau of Sanitation plans to fund these additional staff with AB 939 fees, which along with a Franchise Fee, will be included in commercial and multifamily rates.

## 1.3 Resources Plan Purpose

Following the adoption of the policy by City Council of the Exclusive Franchise Model, the proposed goals of the City's Exclusive Franchise system include ensuring sufficient staffing to meet Program Goals. The development of an Exclusive Franchise system will require sufficient staff for contract development and management, customer service and enforcement of all franchise requirements.

The purpose of this Resource Plan is to provide estimates of the number and cost of City staff- by function and job title - that will be required to effectively implement and manage the Franchise System over a ten year period. This Resource Plan also provides an estimate of associated non-labor costs, such as equipment, mileage and training program costs. Training of new staff will be a challenging task and will require a well thought out strategy and adequate resources to carry out.

CH2M HILL and Shafer Consulting surveyed other jurisdictions and Los Angeles city departments to identify benchmarks that would provide assistance in developing estimates of the number of staff- by function- that the City will require to implement and operate the Franchise System. All the counties and cities surveyed have far fewer commercial and multi-family accounts than the City of Los Angeles – typically 2,000-7,000 compared to the City's 63,000. Therefore, staffing levels in other jurisdictions were examined and extrapolated to be used as benchmarks. Further discussion of benchmarks is presented in Section 3, and Appendix B provides completed detail regarding the results of the surveys.

## 1.4 Consequences of Inadequate Staffing

The transition from an open market to the exclusive Franchise System requires proper planning and adequate staffing resources. Although staffing requirements will likely change over time, the City must be adequately staffed – with well trained staff – to ensure the effective implementation of the Franchise System and management of the System long term.

The consequences of not adequately staffing key Franchise System program management functions will be significant, including:

- Poor customer service during and after transition, including unacceptable call wait times for customer service assistance;
- Inadequate contractor performance oversight, leading to excessive missed collections, unsafe working conditions at facilities, and excessive delivery times for containers;
- Under reporting of fees due to the City; and
- The failure of franchise haulers to meet their diversion plan commitments.

To effectively accomplish these tasks, the City must be adequately staffed and trained. Table 1-1 provides a list of the possible adverse consequence for inadequate staffing of the Franchise System.

TABLE 1-1

**Possible Adverse Consequences for Inadequate Franchise System Program Management Staff**

Staff Category	Adverse Consequences
Program Manager	Inadequate programmatic oversight and coordination
Customer Service Representatives	Unclear and inconsistent messaging Confused customers Frustrated service providers Inadequate responsiveness
Contract Management	Non-compliance with contractual requirements and City/State legislation Inadequate dispute resolution Loss of revenue Inability to negotiate new services/pilot programs
Diversion	Limited resources to measure performance and develop new services/programs
Field Inspection	Inadequate monitoring, compliance and enforcement Disconnect between contract requirements and field conditions
Finance	Inadequate financial oversight Inability to verify over/under payments
Information Technology	Inadequate technology platform development/operation Limited reporting options Inability to support program administration
Training	Staff unprepared for new functions



## 2. Staffing Requirements by Function

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Figure 2-1 provides a high level organizational chart for how Sanitation proposes to organize the functions and activities it will need to perform to implement and manage the Franchise System.

**Figure 2-1 Functional Organizational Chart**

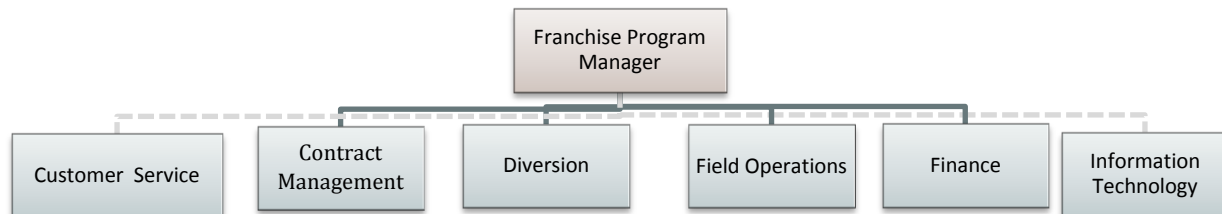


Table 2-1 provides a brief overview of the activities and tasks each section will perform and a summary of City Council directives associated with each of these functional areas under the Implementation Plan.

### 2.1 Roles and Responsibilities of Proposed Staff

The six functional work groups shown in Figure 2-1 must work together to ensure the City's customer service and zero waste goals are met. The first staff to be hired will be the franchise manager, lead staff and trainer. During the process of hiring additional staff, contract resources will be required. The contract staff will not be needed once the Franchise System reaches its steady state. The following summarizes the duties of each permanent position in the Franchise Program Office:

#### 2.1.1 Franchise Program Manager

A highly competent Program Manager will be required to oversee the Program Office. As noted before, the City's new Franchise System will be the largest hauler franchise system of its kind ever implemented in the US. Without a highly skilled Franchise Program Manager, the program will likely fail. The Franchise Program Manager will:

- Oversee the implementation of the Franchise System
- Provide policy and program implementation analysis and recommendations to the Board, the Mayor and the City Council
- Lead the efforts to expand future Franchise System services, including leading the negotiation of Franchise Agreement amendments
- Serve as the primary City spokesperson for the Franchise System
- Oversee the lead staff for:
  - Diversion
  - Field inspection
  - Finance
- Work closely with the lead for franchise customer service (located in DWP's customer service division)
- Work closely with the lead for franchise IT (located in the ICSD division)

## 2.1.2 Customer Service Representatives (CSRs)

Sanitation has chosen to be the first point of customer contact. Sanitation will need to maintain the necessary staffing to respond to customer service issues and ensure compliance with contract requirements. If CSR staffing is inadequate, the impact on customers will be direct and immediate – increased call wait times, increase in the time needed to resolve customer issues, and increased dependence on franchise contractors to perform customer service functions. City Customer Service Representatives (CSRs) will:

- In-take customer inquiries from over 63,000 new commercial and multifamily accounts. Inquiries will be accepted via:
  - Telephone
  - Email
  - Web-based applications
  - Traditional mail
- Consistently apply franchise service policies and procedures
- Gather the appropriate information to:
  - Triage a customer’s inquiry to one of several franchised haulers
  - Code the inquiry type appropriately for performance monitoring and quality assurance
  - Document and process customer inquiries in the City’s Customer Relationship Management (CRM) software
- Serve as the City’s “front line face” for public relations and timely complaint resolution and service requests

## 2.1.3 Contract Management Staff

Contract Management staff will have overarching responsibility for ensuring that haulers meet the terms of their franchise agreements. Inadequate staffing for this role will result in poor City performance of its essential oversight tasks. Contract Management Staff will:

- Serve as the City’s point of contact for all issues relating to Franchise Agreement interpretation
- Provide policy recommendations to BOS leadership, the Board, the Mayor and the City Council regarding issues related to Franchise Agreement language, interpretation, and potential amendments
- Monitor haulers’ contract compliance for other matters, including:
  - Review and analyze reports regarding haulers’ Vehicle Miles Traveled (VMTs)
  - Monitor compliance with City worker health and safety requirements:
    - Living Wage Ordinance (LWO)
    - Safety standards set forth in the RFP and resulting franchise agreements
- Interface with:
  - CSR leads
  - Field inspection team lead
  - Diversion team lead



TABLE 2-1  
Council Directives

	Customer Service	Contract Management	Field Operations	Diversion	Finance	IT
Council Directive (from the Implementation Plan)	<ul style="list-style-type: none"> <li>• Provide Responsive Customer Service Supported by Technology</li> <li>• Make digital communication a major part of the strategy for interfacing with customers</li> </ul>	<ul style="list-style-type: none"> <li>• Establish Contractor accountability for performance through contract requirements</li> <li>• Provide contractor oversight via inspections, audits, and enforcement</li> <li>• Businesses may utilize the City to ensure all contractual obligations are met</li> <li>• Sanitation will maintain the necessary staffing to respond to customer service issues and ensure compliance with contract requirements</li> <li>• The franchise contract will detail service requirements and specify financial penalties for poor customer service</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a franchise Certification and Inspection team</li> <li>• Facility inspection will be conducted by trained professional staff</li> <li>• Provide excellent customer service</li> <li>• Enforce franchise contract terms and conditions, in particular regarding customer service and diversion</li> </ul>	<ul style="list-style-type: none"> <li>• Zero Waste by 2025</li> <li>• Provide a Blue Bin recycling system that provides a consistent customer experience throughout the City, regardless of whether the customer is a business, a single family or multifamily household, or school</li> <li>• Customer information and educational material should have consistent messages and common formats</li> <li>• Ensure safe and effective recycling facilities are being utilized for processing of the City's materials</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct periodic audits of each service contractor's billings</li> <li>• Ensure that contractor has not been "nickel and diming" customers for extra services</li> <li>• Audits must be conducted by qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>• The City will provide live call center operators, online communication through e-mail or text message, and a free application for mobile devices.</li> <li>• Customers will be able to send and receive timely information. Franchise agreements will include specific requirements for systems that can interface with the City.</li> </ul>
Primary Staff Activities and Tasks	<ul style="list-style-type: none"> <li>• Answer all customer calls regarding service complaints, new service requests, etc.</li> <li>• Record necessary data for each customer call to allow monitoring of Contractor performance and assessment of liquidated damages</li> <li>• Dispatch trouble tickets to appropriate Contractor to resolve customer complaints such as missed collections</li> <li>• Respond to emails, postal mail, web and mobile customer contacts requiring a City and/or Contractor response</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that each Contractor is following the terms of its Franchise Agreement</li> <li>• Serve as the primary City point of contact regarding liquidated damages, revenue due to the City for recycling services not performed, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with and resolve customer complaints/service issues that require and on site response</li> <li>• Inspect Contractor service locations to ensure compliance with Franchise Agreement terms</li> <li>• Inspect and respond to complaints regarding graffiti, Contractor vehicle noise, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Perform outreach and education to customers and organizations regarding opportunities to increase diversion</li> <li>• Work with Contractors to develop and implement outreach and education strategies to increase diversion rates</li> <li>• Monitor Contractors' compliance with Diversion Plans</li> <li>• Work with Field staff who inspect facilities to ensure compliance with Franchise Agreement terms, including proposer segregation and disposal of materials, as proposed.</li> </ul>	<ul style="list-style-type: none"> <li>• Review and analyze Contractor financial performance data on weekly, monthly and annually</li> <li>• Work with Contract Management regarding liquidated damage payments due to the City</li> <li>• Review and analyze Contractor service level and revenue data monthly to calculate revenue for recycling services not performed (due to the City), trends in service levels changes, and AB 939 and Franchise Fee payments due to the City</li> <li>• Monthly review of Contractor financial statements to identify trends in financial performance, inconsistencies in financial reporting, etc.</li> <li>• General analytical support to other Franchise System staff</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain the servers that will run all software applications that will support the Franchise System</li> <li>• Install and maintain all database applications that will store data required for oversight of the Franchise Contractor performance, including data provided by the Contractors</li> <li>• Develop reports and database queries necessary for Franchise System staff to effectively monitor Contractor performance</li> <li>• Provide ongoing desktop support for Franchise System staff (PC troubleshooting, software installation, etc.)</li> </ul>



- Refer matters to field inspection staff for field inspection, such as repeated or unresolved reports of:
  - Graffiti
  - Missed collections
- Work with each hauler to resolve larger or systemic problems with hauler performance
- Levee liquidated damages for non-performance per the terms of franchise agreements
- Work closely with diversion staff to monitor and enforce the implementation of diversion plans

#### **2.1.4 Diversion Staff**

Diversion staff will prepare and disseminate City-wide messages for commercial and multi-family diversion programs, and ensure that contractors are meeting their planned disposal reduction targets. These staff are required to ensure diversion program messages and programs are consistent and effective, and that haulers are meeting their diversion plan commitments. Diversion staff will:

- Monitor and enforce the recycling and organics portions of the franchise agreement, based on the Diversion Plans submitted by each proposer
- Conduct field inspections of recycling and organics services in place, and random inspections to determine levels of contamination of bins
- Assist haulers in implementing public private partnerships or other innovative solutions for:
  - New programs
  - Building new processing facilities
- Review and analyze required hauler reports, including:
  - Tonnages for each type of material
  - Percentage of customers accepting blue bins
- Monitor and evaluate progress toward the goals of AB 939, AB 341, and AB 32
- Interface with lead CSRs and field staff to assist franchise customers
- Provide technical assistance to franchise customers
- Manage the creation of citywide franchise customer outreach

#### **2.1.5 Field Inspection Staff**

Field inspection staff was specifically called for in the Franchise System implementation plan adopted by the City. Adequate field inspection staffing is critical to ensuring that customer service issues that require an on-site visit are effectively resolved in timely fashion, that facilities are inspected regularly to ensure compliance with safety and other requirements, and that other customer driven issues (such as graffiti complaints) are resolved satisfactorily. Field Inspectors duties will include:

- Respond to those customer inquiries that require an on-site visit (for example, disputes between an a customer and hauler regarding damage to containers)
- Perform routine and as needed inspections to monitor haulers contract compliance (bin delivery times, etc.)
- Conduct on-site inspections resulting from graffiti complaints
- Conduct periodic inspections of facilities used by haulers, to ensure that safety requirements are being met, that material is being properly handled, etc.
- Monitor routes to track and report where recycling services are not being provided

### 2.1.6 Finance Staff

Finance staff are needed to review and analyze hauler performance data, review and analyze customer service level and revenue data, calculated liquidated damages and other fees due to the City, and review and analyze hauler financial performance information. These activities are best performed by individuals with training and experience in data analysis, finance, utility rate setting and accounting. Finance staff will:

- Review and analyze hauler operational performance data for the purposes of monitoring performance and calculation of liquidated damages
- Review hauler service level data to assess trends and to calculate fees due to the City for recycling service not performed
- Review and audit monthly quarterly financial reports and payments to the City made by at least six haulers for:
  - AB 939 fees
  - Franchise fees
  - Outreach fees
  - Hauler’s revenue received for any recycling service that was in fact not delivered
- Calculate and recommend annual rate adjustments per the rate escalation terms of the franchise agreements

### 2.1.7 IT Staff

The City’s adopted Franchise System implementation plan calls for the extensive use of technology to support customer service and hauler reporting requirements. Without adequate IT systems and support, the City and haulers will not be able to respond to customer complaints and other service inquiries in a timely manner, the City will not be able to efficiently monitor hauler performance, and the City will not be able to adequately monitor progress towards Zero Waste goals. IT staff and resources will:

- Maintain servers that will host the software and databases required of the Franchise System
- Maintain the software and databases required to support the Franchise System
- Establish and maintain data transfer protocols and processes for the transfer of data between the City and haulers
- Provide desktop (pc) support for all Program Office staff
- Work with haulers to support integration of their IT systems with the City’s system
- Write queries and reports related to:
  - Customer service information
  - Financial data
  - Tonnage information
  - Detailed real-time on-route information from haulers
- Present information graphically using maps and other tools to display information

### 2.1.8 Training Staff

Proper training of Program Office employees is essential. During the early stages of the Franchise System this will be a large undertaking requiring staff and consultants. As the program matures, training resource requirements will decline, but support will still be needed for training of new staff, training related to new software, and training driven by changes in policies and procedures. Inadequate training resources may result in poor program performance. Training staff will:

- Establish policies and procedures for the Franchise System, including detailed instructions to cover a variety of situations encountered by:
  - CSRs
  - Diversion staff
  - Field staff
  - Hauler staff
- Train all staff, including hauler staff, prior to and during the transition period
- Provide training of new staff, and for staff impacted by new software implementation, and changes to policies and procedures
- Develop changes to policies and procedures as needed

## 2.2 Drivers and Determinants of Staffing Levels

It is important to note that some activities and tasks to be performed by LA staff will be driven by customer behavior (for example, the number of customer complaint calls will be the major driver of the number of customer service representatives (CSRs) City needs to hire), while other activities and tasks require the City to make business/policy decisions regarding the level of service or level of effort it believes the activity warrants (for example, the number inspectors required for facility inspections will be driven by the number of times per year the City determines that each facility needs to be inspected). Table 2-2 identifies the major drivers or determinants of staffing for each of activities and functions that the City will require staff for.

TABLE 2-2  
**Primary Workload Drivers**

Position	Primary Workload Drivers
Customer Service Representatives (CSR)	<ul style="list-style-type: none"> <li>• # of Customer Calls/Day</li> <li>• Minutes Required Per Call</li> <li>• Number of Email, Postal Mail and Other Contacts/Day</li> <li>• Minutes Required to Respond to Email, Postal Mail and Other Contacts</li> <li>• Available Hours/Day Per CSR</li> <li>• Absentee Rate (for Vacations, Sick Leave, etc.)</li> </ul>
Facility Inspections	<ul style="list-style-type: none"> <li>• Number of Facility Inspections Required/Week</li> <li>• Minutes Required/Inspection (including Drive Time, Inspections Time, and Report Preparation Time)</li> <li>• Available Hours/Day Per Inspector</li> <li>• Absentee Rate (for Vacations, Sick Leave, etc.)</li> </ul>
Diversion Inspections	<ul style="list-style-type: none"> <li>• Number of Diversion Inspections Required/Week</li> <li>• Minutes Required/Inspection (including Drive Time, Inspections Time, and Report Preparation Time)</li> <li>• Available Hours/Day Per Inspector</li> <li>• Absentee Rate (for Vacations, Sick Leave, etc.)</li> </ul>
Inspectors – On Site Customer Assistance	<ul style="list-style-type: none"> <li>• Number of Customer Calls/Week</li> <li>• Percentage of Calls Requiring an On Site visit</li> <li>• Minutes Required/Inspection (including Drive Time, Inspections Time, and Report Preparation Time)</li> <li>• Available Hours/Day Per Inspector</li> <li>• Absentee Rate (for Vacations, Sick Leave, etc.)</li> </ul>
Inspectors – Graffiti Complaints, Other Complaints	<ul style="list-style-type: none"> <li>• Number of Calls/Week</li> <li>• Number of Calls Requiring an On Site visit</li> <li>• Minutes Required/Inspection (including Drive Time, Inspections Time, and Report Preparation Time)</li> <li>• Available Hours/Day Per Inspector</li> <li>• Absentee Rate (for Vacations, Sick Leave, etc.)</li> </ul>

TABLE 2-2  
**Primary Workload Drivers**

Position	Primary Workload Drivers
Finance Staff	<ul style="list-style-type: none"> <li>• Number and frequency of hauler reports/data sets to review and analyze</li> <li>• Frequency of review and analysis of reports/data analysis required</li> <li>• Minutes/Review</li> <li>• Available Hours/Day Per Inspector</li> <li>• Absentee Rate (for Vacations, Sick Leave, etc.)</li> </ul>
Contract Management	<ul style="list-style-type: none"> <li>• Number of Franchise Agreements</li> <li>• Estimated Time/Month Required for Contract Management tasks</li> </ul>
IT	<ul style="list-style-type: none"> <li>• Number of servers to maintain</li> <li>• Number and complexity of software and database applications to maintain</li> <li>• Number of users requiring desktop support</li> <li>• Number and complexity of query and reports to develop and maintain</li> </ul>





# 3. Detailed Staffing Requirements

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Estimates of the City’s required staffing for the Franchise System should be based on relevant benchmarks from other jurisdictions, like functions already performed in the City, and informed estimates of requirements. Section 3.1 provides an overview of benchmarks from other jurisdictions, by functional area. Section 3.2 combines benchmark information from other jurisdictions, benchmarks from other City departments, and the experience of City staff and CH2MHILL to estimate detailed staffing requirements.

## 3.1 Benchmarks

Shafer Consulting surveyed 12 jurisdictions that are known to have staff who perform some of the functions that Sanitation will need to implement and manage the City’s franchise agreements. Complete survey results are provided in Appendix B. All but one (City of New York) of the jurisdictions surveyed are much smaller than LA, and have far fewer collection zones, so extrapolating the findings to LA’s situation requires some care. The cities surveyed provided some valuable information for selected functions, but for not all of the functions that the City plans to accomplish for the Franchise system. The following tables (Table 3-1 through 3-6) summarize the survey findings and its implications for the City’s Franchise staffing.

The last column of each table – “implications for LA Franchise” – is an extrapolation of the benchmarked jurisdiction’s staffing level based on the fact that LA has 63,000 accounts. This methodology should be viewed cautiously, since the benchmarked jurisdictions differ a great deal in customer mix (some have a large residential customer base), some delegate most or all duties to their franchise haulers, and the duties of staff vary based on expectations/business practices of the jurisdiction.

### 3.1.1 Customer Service

Table 3-1 presents customer service staffing benchmarks from seven jurisdictions, including the City’s residential solid waste program. Excluding LA’s program, all other jurisdictions staff at minimal levels, because they delegate call center responsibilities to their franchise haulers. Nonetheless, they maintain some in house staff to take calls that have been escalated to the City, and to respond to inquiries regarding recycling programs and other matters. All jurisdictions surveyed have franchise systems that encompass both residential and commercial solid waste services.

Commercial customer service requirements are much more complex than residential requirements because commercial rates structures will be more complex than the City’s residential rate structures. For example, the City of Los Angeles charges one flat rate to all single-family residents and the new commercial franchise will have rates based on one to six days of collection for 3 sizes of charts, at least 4 sizes of bins, several sizes of rolloff and compactors. In addition, there will be Sunday rates and fixed rates for extra services such as locking bins.

Commercial businesses receive up to six pickups a week, and a few will require collection on Sundays. The City must be ready to receive calls seven days a week and respond to customers that expect collection multiple days per week.

A high level of reliability is required for commercial collection, (for example, restaurants and hospitals need frequent and reliable collection to demonstrate cleanliness to their customers and comply with health codes) and commercial customers are highly conscious of cost. Resolving a missed pick up the next day may be far too late. Thus, it would be expected that the City’s Franchise System would require at least as many CSRs as any of the benchmarked jurisdictions.

TABLE 3-1  
**Benchmarks: Customer Service**

Jurisdiction	Number of Accounts	Number of CSRs	Implications for LA Staffing (63,000 accounts)
Fresno	107,500	20	12
Los Angeles	750,000	43	4
Sacramento County	150,000	20	8
San Diego	285,000	8	2
San Jose	297,000	15	3
Stockton	75,829	6	5
Vancouver	44,450	12.4	18

### 3.1.2 Inspections – Customer Response and Diversion

Table 3-2 presents benchmarks for inspections staffing required for customer response, code enforcement and diversion compliance. The eight jurisdictions benchmarked utilize inspectors for various tasks, in some cases for recycling code compliance, customer response, and/or other code compliance requirements. Only Seattle utilizes inspectors for a similar mix of tasks as the City is planning to perform. As the table shows, Seattle’s inspectors per account ratio would suggest that the City will require 35 inspectors.

Customer response inspectors will conduct on-site inspections related to customer service complaints and service issues that require a meeting with the customer and/or Franchise Hauler. Benchmark information does exist for how many of these inspections the City can anticipate, so it has been assumed that 10% of customer calls to the 311 center will require an on-site visit (or more than 70 per day).

Diversion inspectors will monitor Franchise Hauler compliance with the diversion related terms of Franchise agreements, such as bin distribution, tagging of contaminated bins, etc. Diversion inspectors will also distribute recycling information in the field, meet with customers to provide information on opportunities to recycle and reduce cost. They will also tag recycling containers that have been contaminated, and monitor locations with repeat contamination issues.

TABLE 3-2  
**Benchmarks: Customer Inspections**

Jurisdiction	Number of Accounts	Number of Staff	Duties Performed	Implications for LA staffing (63,000 accounts)
Los Angeles	750,000	9	5 "Residential Ambassadors" examines green and recycling bins for contamination and 4 field auditors respond to billing complaints	1
New York	200,000	4	Enforcement officers respond to complaints on private haulers (140) for commercial accounts	1
Philadelphia	540,000	54	Inspections and enforcement for compliance with the Streets Department rules and regulations	6
San Diego	292,600	14	Responds to complaints, enforces municipal codes and waste management	3

TABLE 3-2

**Benchmarks: Customer Inspections**

Jurisdiction	Number of Accounts	Number of Staff	Duties Performed	Implications for LA staffing (63,000 accounts)
			regulations	
San Jose	297,000	3	Handles code inspections for residential accounts	1
Seattle	5,300	3	Provides customer assistance (65%), contractor performance monitoring (15%), recycling ban monitoring (10%), and contractor support (10%)	36
Vancouver	44,450	4	Enforces the solid waste code along with all other code issues	6
City of LA Single Use Bag Ban Ordinance	7,500	4	Retailers inspected annually for compliance with ordinance	34
City of LA Watershed Protection	38,000	18	Public officers inspect and respond to public and commercial facility requirements (water quality, health and safety, illegal dumping, emergency spills, industrial storm water compliance, etc.)	30
LA County Industrial Waste	10,620	25	Inspections of industrial waste water dischargers (1 hr inspections)	148

**3.1.3 Inspections – Facilities**

Table 3-3 presents benchmarks for facility inspection staffing from New York and three programs local to the City (including the City's AB 939 inspections program). The detailed calculation of facility inspector needs presented in section 3.2 is consistent with benchmarks provided by the two local programs. As noted in section 2.2 staffing requirements are primarily driven by the number of inspections (per year) the City determines are necessary and the time required for each inspection.

The City plans to inspect each facility in the Franchise System on a quarterly basis and the inspections process will be modeled after the City's existing facilities inspection program. There are over 58 facilities that will be used by the Franchise Haulers, and based on the City's existing program, each inspection includes a 3:1 office to field time ratio.

TABLE 3-3

**Benchmarks: Facility Inspections**

Jurisdiction	Number of Facilities	Number of Staff	Duties Performed	Implications for LA Staffing (58 Facilities)
City of LA AB939 Processor Certification Program	14	1	Inspections for compliance with AB 939 Diversion Requirements	4
City of LA Local Enforcement	149	4	Inspections of transfer stations, MRFs, truck yards and landfills for compliance	2

TABLE 3-3  
**Benchmarks: Facility Inspections**

Jurisdiction	Number of Facilities	Number of Staff	Duties Performed	Implications for LA Staffing (58 Facilities)
Agency			with Title 14 and Title 27	
LA County Local Enforcement Agency	475	24	Monthly full-day facility inspections of landfills and transfer stations	3
New York	54	22	Inspections examine transfer station management procedure, cleanliness, noise, machine maintenance and general operation (1-2 hrs)	24

### 3.1.4 Finance

Table 3-4 presents benchmarks for finance staffing. Finance staff is critical in helping the City monitor Franchise Hauler performance, track and recover payments owed to the City by Franchise Haulers, and monitor, analyze and prepared reports regarding trends in service levels, revenue and fees due to the City. Each of the City's 11 zones contains 1,000 to 5,000 accounts, which will be billed by the Franchise Haulers. If the City does not monitor Hauler billings, service level and revenue data on a regular basis, errors or under-reporting of revenues, could result in significant financial impacts to the City and its commercial customers. The City will also be receiving a large amount of Franchise Hauler performance data on a frequent basis and analysis of these data require capable staff, in particular to ensure that Franchise Haulers are held accountable for poor performance.

TABLE 3-4  
**Benchmarks: Finance**

Jurisdiction	Number of Accounts	Number of Finance Staff	Implications for LA Staffing
Fresno	115,400	6	3
Oakland	97,695	1	1
San Diego	292,600	3	1
San Jose	9,600	1	7
Seattle	189,000	2	1

### 3.1.5 Contract Management

Table 3-5 presents benchmarks for contract management staffing. The Franchise System will result in no less than six and up to 11 franchise agreements potentially with a different contractor for each agreement. Contract management staff is needed for all franchise agreements. It is typical for questions regarding contract interpretation to arise throughout a franchise term, especially with a new franchise system. Contract management staff allows the City to work with its contractors and enforce the terms of their contracts when needed. The City's ability to manage its contractors is directly related to the resources in this functional area. Cities that work in partnership with their haulers service tend to have a larger number of

contract management staff, while cities that delegate more responsibilities to their contractors tend to have smaller numbers of contract management staff relative to their customer base.

TABLE 3-5

**Benchmarks: Contract Management**

Jurisdiction	Number of Haulers	Number of Contract Management Staff	Implications for LA Staffing (6 haulers)
Sacramento County	16	3	1
San Jose	8	16	12
Seattle	2	1	3

### 3.1.6 Different Programs and Collection Models May Require Different Staffing Levels

Table 3-6 shows benchmark cities, their collection model and diversion rate. The type of collection model and programs selected by a city will affect the staffing required. The City has set an aggressive zero waste goal and provides full public sector collection to single family residents, whereas other cities may have set lower diversion goals and/or delegate part or all of collection and customer service responsibilities to a contractor. Below is a summary of the various collection models and how they affect city staffing requirements:

1. **Full public sector collection**, in which collection operations are performed by City employees.

Often, cities that operate their own collection systems also conduct their own customer service operations as well.

2. **Full privatization with one hauler**, is a collection model in which one private company is selected to provide collection services throughout the city.

Large private collection companies often employ regional customer service centers for economies of scale.

3. **Full Privatization, multiple haulers in exclusive geographic zones**. This is the collection model City Council chose for LA's commercial collection. Multiple collection zones are established within the jurisdiction, but only one hauler collects from each geographic zone.

With multiple private haulers collecting within a city, cities may choose to operate customer service call centers or allow haulers to provide this service. Many jurisdictions allow the haulers to be the first point of contact, and the city plays the customer service oversight and dispute resolution role. Cities that have adopted this model generally have haulers perform billing and payment collection functions, as will be the case with LA's Franchise System.

4. **Mixed Service - Managed Competition**. In the mixed service model, city crews collect in one or more zones within a city, and other zones are collected by one or more private firms. In this collection model, cities may choose to operate customer service call centers or allow haulers to provide this service.
5. **Different providers for different materials**. In this model, different providers collect different materials within the same zones or throughout the city. One of these collectors might be public sector and the other two might be private. Cities may choose to be the first point of contact for all customers, or customers may need to determine which company to call before getting resolution of their issue.

TABLE 3-6  
**Summary Characteristics of Service Provider Survey Jurisdictions**

Jurisdiction	Full Public Sector	One Private Hauler	Multiple Private Haulers	Mixed Service	Different by Material	Diversion Rate	Estimated Population	Square Area
Chicago, IL.					✓	45%	2,714,856	234
Fresno, CA			✓			74%	508,453	112
Los Angeles	✓					72%	3,857,799	469
Monterey County			✓			58%	421,494	3,280
New York, NY				✓		15%	8,336,697	303
Oakland, CA			✓			66%	399,326	56
Philadelphia, PA					✓	77%	1,547,607	134
San Diego, CA.	✓					68%	1,307,402	325
San Francisco, CA		✓				75%	825,111	232
San Jose, CA		✓				73%	984,299	176
Seattle, WA			✓			55%	621,000	84
Stockton, CA			✓			70%	297,984	62

Chicago employs the full public sector collection model for its residential garbage collection, which includes organic materials. However, in October 2013, Chicago implemented curbside recycling for all residents, using the managed competition collection service delivery model.

Fresno has four exclusive collection areas for commercial and multi-family; residential RFP included two zones that were awarded to one firm.

Philadelphia has a single franchise for citywide garbage and organics; including single family, multi-family, commercial, bulky waste, and event pickups. Single franchise for citywide residential recycling collection and processing. Non-exclusive franchise system to regulate C&D hauling, recycling, and disposal

San Diego has public sector collection for all single family residential homes; multifamily and commercial are collected via open competition among non-exclusive franchisees.

San Jose recently bid two commercial zones and gave extra points to a bidder that proposed cost savings if it was allowed to collect both zones. Residential zones are currently collected by many different haulers, and will likely transition to one hauler in future if a single bid is less expensive.

## 3.2 Detailed Staffing Requirements

### 3.2.1 Steady-State Staffing Requirements

Tables 3-7 and 3-8 present detailed staffing requirements. Table 3-7 presents program management requirements. Table 3-8 presents estimates of direct service and support staffing requirements, including customer service, diversion and inspections, finance support, contract management, audit support and IT. Table 3-8 presents estimates of staffing for the steady state, when workload stabilizes, and for the transition period, which can be expected to last about 18 months beginning the date of Franchise Agreement signing. Transition period staffing and resource needs, and how to address them, are discussed in Section 3.2.2. The assumptions used for the calculation of steady-state resource requirements are based on the experiences of the jurisdictions, similar functions already performed by the City, benchmarking information compiled by Schafer Consulting, prior experiences of CH2M HILL's project team, and judgments by Sanitation of what are acceptable levels of service or effort.

The staffing requirements in Table 3-8 and 3-9 are slightly lower than the estimates shown in the organization chart and Franchise System staff map shown in the Executive Summary of this document. The figures in the Executive Summary include additional staff to meet the City's span of control requirements, as well as a small number of additional contract management, management and administrative staff needed to perform functions in 3 geographically dispersed operating divisions.

TABLE 3-7

**Program Management**

Civil Service Code	Managerial and Support Positions	No. of Positions
<b>Management</b>		
4126-2	Program Director	1
9171-2	Regional Manager	3
9171-2	Customer Service Manager	1
9171-2	Contract Management Manager	1
7304-2	Diversion (Zero Waste) Manager	1
4289	Field Inspector Manager	1
1409-2	IT Manager	1
<b>Immediate Support Staff</b>		
1368-3	Program Administrative Assistant	1
1368-3	Regional Mgr Admin Assistants	3
1368-3	Customer Service Administrative Assistant	1
1368-3	Diversion Administrative Assistant	1
<b>Other Support Staff</b>		
9184-2	Training Coordinator	1
2330	Industrial Hygienist	1

TABLE 3-8  
**Steady-State Workload Assumptions**

Function	Steady-State Requirements	Assumptions for Steady State	Benchmark Jurisdiction (s)
<b>Operations</b>			
Number of Accounts	63,400	City Data - Updated Jan 2014	City data, updated January 2014
Percentage of Customers calling per week	6%	Steady state - based on City of Bellevue WA data (provided by project consultant who has worked with Bellevue)	City of Bellevue, WA - Republic Customer Service Data; data not available for other jurisdictions
Number of Calls/Day	760.8	Calculated	Calculated cells
Number of Calls/Hour	95	Calculated	Calculated cells
Average Minutes/Call	6.5	A few surveyed jurisdictions state that their CSRs take 50-125 calls/day, implying approximately 3-8 minutes/call; BOS data indicate that CSRs currently spend approx 6.5 minutes on the phone/call	City of LA BOS Call Center
Number of Email, Postal Mail Contacts/day	100	Estimate; no good benchmark data available	Estimate
Number of minutes to prepare correspondence response	10	Estimate; no good benchmark data available; these response are likely to be more complex than calls to the Call Center	Estimate
Working Days/Week	5	Standard City work week	City standard
Length of Work day	8	Standard City work day	City standard
Seat time hour/days	6.5	Allows for 2 half hour breaks and a half hour for meetings, etc.	Based on City policy (need to verify)
Absentee %	20%	Based on City data	City data
Total required on-phone Call Center Minutes/Day	4,945	Calculated	Calculated cells
Total required Correspondence Response Minutes/Day	1,000	Calculated	Calculated cells



TABLE 3-8  
**Steady-State Workload Assumptions**

Function	Steady-State Requirements	Assumptions for Steady State	Benchmark Jurisdiction (s)
<i>Staffing Calculations</i>			
CSRs – Call Center	16	Calculated	Within the range of surveyed jurisdictions. Benchmark results: 2 to 18 CSRs total
CSRs – Correspondence Handling (Email, Postal Mail, etc.)	3	Calculated	
CSRs – Supervisors	1	Assumes approximately 1:10 - 1:12 ratio	Assumes approximately 1:10 - 1:12 ratio; consistent with private sector ratios; in the low end of surveyed jurisdictions
<b>Diversion and Inspections</b>			
Number of Accounts	63,400	City Data – Updated Jan 2014	City data, updated January 2014
Percentage of customers calling/week	6%	Steady state – based on City of Bellevue WA data	City of Bellevue; estimate of volume during transition
Percentage of calls requiring site visit/week	10%	Estimate – no good benchmarks available	Estimate
Number of site visits/day (for customer service issue resolution)	76	Calculated	Calculated cells
Average time/site visit (minutes)	90	Assumes 30-min drive time on each end and 30 minutes w/customer	City staff have confirmed
Route inspections/week (for contract enforcement, random inspections of recycling bin contents, etc.)	96	Assumes 1920 routes/week (320 trucks x 6 days/wk) ; Assumes 5% are inspected/week	Estimate
Route inspections/day	19.2	Calculated	Calculated cells
Average time/route inspection (minutes)	150	Assumes 30-min drive time on each end and 90 minutes to complete a route inspection minutes w/customer	City staff have confirmed
Number of Facilities	58	Assumes 47 Facilities plus 11 Hauler Base Yards.	Will need to refine

TABLE 3-8  
**Steady-State Workload Assumptions**

Function	Steady-State Requirements	Assumptions for Steady State	Benchmark Jurisdiction (s)
Facility inspections/week	4.5	Calculated; assumes all 40 facilities	Assumes quarterly inspections at steady state and twice that rate at transition per City's AB 939 Processor Certification program
Facility inspections/day	0.9	Calculated	Calculated cells
Average time/facility inspection (minutes)	1980	Assumes 30-min drive time on each end and 8 hours for inspection. Additional 24 hours to prepare for inspection and develop a report	Assumes 8-hr inspections based on New York's transfer station inspections (approx 8 hr/month). City AB 939 Processor Certification program provided quarterly frequency with 3:1 ratio of office:field time
Other inspections/week (graffiti, etc.)	200	Estimate – no good benchmarks available	Estimate
Other inspections/day (graffiti, etc.)	40	Calculated	Calculated cells
Average time/other inspection (minutes)	90	Assumes 30-min drive time on each end and 30 minutes w/customer	City staff have confirmed
Working Days/Week	5	Standard City work week	City standard
Length of work day (hours)	8	Standard City work day	City standard
Seat time hour/days	6.5	Allows for 2 half hour breaks and a half hour for meetings, etc.	Estimate
Absentee %	20%	Based on City data	City data
Total required Inspection minutes/day (customer response)	6,847	Calculated	Calculated cells
Total required Inspection minutes/day (route inspections)	2,880	Calculated	Calculated cells
Total required Inspection minutes/day (facility)	1,766.8	Calculated	Calculated cells

TABLE 3-8  
**Steady-State Workload Assumptions**

Function	Steady-State Requirements	Assumptions for Steady State	Benchmark Jurisdiction (s)
Total required Inspection minutes/day (other inspections)	3,600	Calculated	Calculated cells
<i>Staffing Calculations</i>			
Inspectors – customer response	22	Calculated	There is a wide disparity in # of inspectors by jurisdiction; Seattle has 3 for 5300 MF and Condo accounts, which would suggest the need for 36 in LA. Benchmark results: 1 to 36 inspectors total (routes and customer response)
Inspectors – routes (diversion inspections)	9	Calculated	
Inspectors – facilities	5.7	Calculated	Calculated cells; other jurisdictions have different standards for the number of inspections conducted per year; this will allow for quarterly inspections per City's AB 939 Processor Certification program
Inspectors – others (graffiti, etc.)	12	Calculated	Calculated cells
Inspectors – total	48.4	Calculated	Calculated cells
Inspectors – Supervisors	4.8	Calculated	Assume approximately 1:10 ratio
Outreach and Education Specialists	3	Calculated	Assumes 1 for every 3-4 zones
Environmental Specialists	2	Calculated	Assumes 1 for every 5-6 zones
<b>Finance</b>			
Number of Franchise Agreements	8	Assumes at least one bundle will be negotiated	
Number of performance data reviews/week	8	Assumes one review per week	Assumes some bundles will be negotiated
Average time required for performance data review and report development (minutes per review)	360	Estimate – no good benchmarks available	Based on reviews performed for the City of Bellevue, WA; 6 hours/review
Number of service level data reviews/month	8	Assumes one review per month	Will depend on # of final awards

TABLE 3-8  
**Steady-State Workload Assumptions**

Function	Steady-State Requirements	Assumptions for Steady State	Benchmark Jurisdiction (s)
Average time required for service level data review and report development (minutes per review)	360	Estimate – no good benchmarks available	Based on reviews performed for the City of Bellevue, WA; 6 hours/review
Number of financial performance reviews/month	8	Assumes one review per month	Will depend on # of final awards
Average time required for financial performance review and report development (minutes per review)	360	Estimate – no good benchmarks available	Based on reviews performed for the City of Bellevue, WA; 6 hours/review
Meetings, breaks (lunch, communicating results of analyses, etc.)	720	Estimate – no good benchmarks available; assumes 12 hours/week for meetings and breaks	Assumes 12 hours/week for meetings and breaks
Working Days/Week	5	Standard City work week	City standard
Length of Work day	8	Standard City work day	City standard
Absentee %	20%	Based on City data	City data
Total required on Finance minutes/month (performance data)	9,353	Calculated	Calculated cells
Total required on Finance minutes/month (service level data)	2,160	Calculated	Calculated cells
Total required on Finance minutes/month (financial performance data)	2,160	Calculated	Calculated cells
Total required on Finance minutes/month (meetings)	3,118	Calculated	Calculated cells
Total Required Finance Minutes/Month	16,790	Calculated	Calculated cells
Total Required Finance Hours/Month	280	Calculated	Calculated cells
<i>Staffing Calculations</i>			
Total required Finance Staff (analysts)	4		Calculated cells; consistent with range of surveyed jurisdictions (Seattle, Fresno, San Diego, Oakland, Santa Clara County) Benchmark results: 1 to 7 staff

TABLE 3-8  
**Steady-State Workload Assumptions**

Function	Steady-State Requirements	Assumptions for Steady State	Benchmark Jurisdiction (s)
<b>Contract Management</b>			
Number of Franchise Zones	11	Per Implementation Plan	
Number of contracts	8	Assumes at least one bundle will be negotiated	Assumes some bundles are negotiated
Hours required per contract/week	20	Estimate – no good benchmarks available	No good benchmarks; this time is for contract issue resolution including contract interpretation; oversight of program implementation, etc. Could be low based on Seattle benchmarks
Meetings, breaks (hours per week)	12	Estimate – no good benchmarks available	Estimate
Working Days/Week	5	Standard City work week	City standard
Length of Work day	8	Standard City work day	City standard
Absentee %	20%	Based on City data	City data
Total Hours/Month	571.56	Calculated	Calculated cells
<i>Staffing Calculations</i>			
Total required Contract Management Staff	6	Calculated	Could be low based on Seattle, San Jose and Sacramento County Benchmark results: 1 to 12 staff
Contract Management – Managers/Supervisors	1	Estimate – this is a complex function and requires senior experienced supervisor or manager	Estimate
<b>CPAs</b>			
Annual Reviews of Hauler Financial Statements, Billings and Performance	8	Assumes 8 franchise agreements are signed	Based on reviews performed for the City of Bellevue, WA and various cities in Oregon

TABLE 3-8  
**Steady-State Workload Assumptions**

Function	Steady-State Requirements	Assumptions for Steady State	Benchmark Jurisdiction (s)
Cost/review	\$10,000		Based on reviews performed for the City of Bellevue, WA and various cities in Oregon
<i>Total Cost</i>	\$60,000		Calculated cells
<b>IT Support</b>			
Number of network administrators	0.5		
Number of system administrators	1	Based on analysis conducted by Bob Irvin/ICSD Director	
Number of Business Analysts	1		
Number of database administrators	1		
Number of GIS specialists	3	One per region	
<i>Staffing Calculations</i>			
Total number of IT staff	6.5		Calculated cells
Number of supervisors	1	Based on analysis conducted by Bob Irvin/ICSD Director	This is a highly technical business function and requires a full time supervisor; recommended by Bob Irvin/ICSD Director
Number of Contract Developers	0		

### 3.2.2 Transition Period Resource Requirements

Table 3-9 presents an estimate of the additional staff resources required during transition to full implementation of the Franchise System. It is expected that once the Franchise Agreement are signed, and the public becomes fully aware that implementation is about to begin, that there will a period of up to 18 months where call volumes to the City's call center will be much greater than normal, and the demand for on-site customer service will be high as well. This 18-month "peak" period will require additional, though temporary, resources to effectively serve customers.

It is increased call volumes during the transition period, and an increase in the volume of email and other customer contacts, that will drive the need for more CRSs and Inspectors in the short term. There are no readily available records to use as benchmarks to determine how much greater the demand for short staffing will be, but jurisdictions that have implemented major changes to their collection systems (for example, Seattle in the early 1990s) experienced customer call volumes several times greater than normal, for extended periods of time. It is prudent to assume this will happen when the implementation of the Franchise System begins, and staff up using temporaries and/or contractors to address peak needs.

TABLE 3-9  
**Transition Period Workload Assumptions**

Function	Transition Period Requirements	Steady-State Requirements	Δ (Transition - Steady State)	Assumptions/Explanation
<b>Operations</b>				
Number of Accounts	63,400	63,400		
Percentage of Customers calling per week	15%	6%	9%	
Number of Calls/Day	1,902	760.8	1141.2	
Number of Calls/Hour	237.75	95	143	
Average Minutes/Call	8	6.5	1.5	
Number of Email, Postal Mail Contacts/day	300	100	200	
Number of minutes to prepare correspondence response	10	10	0	
Working Days/Week	5	5	0	
Length of Work day	8	8	0	
Seat time hour/days	6.5	6.5	0	
Absentee %	20%	20%	0%	
Total required on-phone Call Center Minutes/Day	15,216	4,945	10,271	
Total required Correspondence Response Minutes/Day	3,000	1,000	2,000	
<i>Staffing Calculations</i>				
CSRs – Call Center	49	16	33	
CSRs – Correspondence Handling (Email, Postal Mail, etc.)	8	3	5	
CSRs – Supervisors	4	1	3	

It is assumed that call volumes will increase during the transition period, and the length of an average call will increase; CH2M HILL has not been able to find reliable benchmarks for either of these variables, but Seattle experienced a large increase in call volumes and call length that continued for several months when it implemented its residential and multifamily recycling programs in 1990-1991; it is also anticipated that the volume of email and postal mail will increase substantially as well.



TABLE 3-9  
**Transition Period Workload Assumptions**

Function	Transition Period Requirements	Steady-State Requirements	Δ (Transition - Steady State)	Assumptions/Explanation
<b>Diversion and Inspections</b>				
Number of Accounts	63,400	63,400		
Percentage of customers calling/week	15%	6%	9%	
Percentage of calls requiring site visit/week	10%	10%	-	
Number of site visits/day (for customer service issue resolution)	190	76	114	
Average time/site visit (minutes)	90	90	-	
Route inspections/week (for contract enforcement, random inspections of recycling bin contents, etc.)	96	96	-	
Route inspections/day	19.2	19.2	-	
Average time/route inspection (minutes)	150	150	-	
Number of Facilities	58	58	-	
Facility inspections/week	8.9	4.5	4.5	
Facility inspections/day	1.8	0.9	0.9	It is assumed that call volumes will increase substantially during transition, which will drive an increase in the need for onsite visits with customers
Average time/facility inspection (minutes)	1980	1980	-	
Other inspections/week (graffiti, etc.)	200	200	-	
Other inspections/day (graffiti, etc.)	40	40	-	
Average time/other inspection (minutes)	90	90	-	
Working Days/Week	5	5	-	
Length of work day (hours)	8	8	-	
Seat time hour/days	6.5	6.5	-	
Absentee %	20%	20%	-	
Total required Inspection minutes/day (customer response)	17,118	6,847	10,271	
Total required Inspection minutes/day (route inspections)	2,880	2,880	-	
Total required Inspection minutes/day (facility)	3,533.5	1,766.8	1,766.8	
Total required Inspection minutes/day (other inspections)	3,600	3,600	-	
<b>Staffing Calculations</b>				
Inspectors – customer response	55	22	33	
Inspectors – routes (diversion inspections)	9	9	-	
Inspectors – facilities	11.3	5.7	5.7	
Inspectors – others (graffiti, etc.)	12	12	-	
Inspectors – total	87	48.4	38.6	

TABLE 3-9

**Transition Period Workload Assumptions**

Function	Transition Period Requirements	Steady-State Requirements	Δ (Transition - Steady State)	Assumptions/Explanation
Inspectors – Supervisors	8	4.8	3.5	
Outreach and Education Specialists	3	3	-	
Environmental Specialists	2	2	-	
<b>Finance</b>				
Number of Franchise Agreements	8	8	-	
Number of performance data reviews/week	8	8	-	
Average time required for performance data review and report development (minutes per review)	360	360	-	
Number of service level data reviews/month	8	8	-	
Average time required for service level data review and report development (minutes per review)	360	360	-	
Number of financial performance reviews/month	8	8	-	
Average time required for financial performance review and report development (minutes per review)	360	360	-	
Meetings, breaks (lunch, communicating results of analyses, etc.)	720	720	-	It is not expected that additional Finance staff will be needed during transition
Working Days/Week	5	5	-	
Length of Work day	8	8	-	
Absentee %	20%	20%	-	
Total required on Finance minutes/month (performance data)	9,353	9,353	-	
Total required on Finance minutes/month (service level data)	2,160	2,160	-	
Total required on Finance minutes/month (financial performance data)	2,160	2,160	-	
Total required on Finance minutes/month (meetings)	3,118	3,118	-	
Total Required Finance Minutes/Month	16,790	16,790	-	
Total Required Finance Hours/Month	280	280	-	
<b>Staffing Calculations</b>				
Total required Finance Staff (analysts)	4	4	-	

TABLE 3-9  
**Transition Period Workload Assumptions**

Function	Transition Period Requirements	Steady-State Requirements	Δ (Transition - Steady State)	Assumptions/Explanation	
<b>Contract Management</b>					
Number of Franchise Zones	11	11	-		
Number of contracts	8	8	-		
Hours required per contract/week	20	20	-		
Meetings, breaks (hours per week)	12	12	-	It is not expected that additional contract management staff will be needed during transition	
Working Days/Week	5	5	-		
Length of Work day	8	8	-		
Absentee %	20%	20%	-		
Total Hours/Month	572	572	-		
<i>Staffing Calculations</i>					
Total required Contract Management Staff	6	6	-		
Contract Management – Managers/Supervisors	1	1	-		
<b>CPAs</b>					
Annual Reviews of Hauler Financial Statements, Billings and Performance	8	8	-	No additional resources will be needed during transition	
Cost/review	\$10,000	\$10,000	\$ -		
<i>Total Cost</i>	\$60,000	\$60,000	\$ -		
<b>IT Support</b>					
Number of network administrators	0.5	0.5	-	Based on analysis by ICSD and CH2M HILL, it is expected that there will be a need for 1 additional database administrator to develop new queries, reports, mapping applications and MAPs to support the work of other Franchise Program staff	
Number of system administrators	1	1	-		
Number of Business Analysts	1	1	-		
Number of database administrators	2	1	1		
Number of GIS specialists	4	3	1		
<i>Staffing Calculations</i>					
Total number of IT staff	8.5	6.5	1		
Number of supervisors	1	1	-		
<b>Total</b>	<b>181.5</b>	<b>96.7</b>	<b>84.8</b>		

### 3.3 Summary of Required Resources

Table 3-10 and Figure 3-1 summarizes the ‘steady-state’ staffing projections for the Franchise System, which includes the number of required staff for each job classification and required number of managers and/or supervisors. A total of 112 City staff positions are required to manage and operate the Franchise System at steady-state conditions. Table 3-11 summarizes the additional staff resources required during transition. Figure 3-2 illustrates the staff resources required during proposal evaluations, contract negotiations, and transition period.

TABLE 3-10  
Franchise Staff Summary – Steady-State Requirements

Civil Service Code	Working Title	No. of Positions at Steady State
4126-2	Program Director	1
9171-2	Regional Manager	3
1368-3	Admin Assistant	4
9171-2	Customer Service Manager	1
1368-3	Customer Service Admin Asst	1
9171-2	CSR Supervisors	1
1229	CSRs	16
1229	CSRs – Correspondence Handling	3
7304-2	Diversion Manager	1
1368-3	Diversion Admin Assistant	1
7310-3	Community Outreach Specialists	3
7310-3	Environmental Specialist	1
7872	Environmental Engineer	1
7310-3	Facility Inspectors	6
9171-2	Contract MA Manager	1
9184-2	Contract MA Specialists	6
4289	Field Inspector Manager	1
4293	Field Inspector Supervisors	5
2330	Industrial Hygienist – Facilities Inspection	1
4292	Field Inspectors	42
9184-1	Financial Analyst	4
1513-2	Accountant	0.25
9184-2	Training Coordinator	1
1409-2	IT Supervisor	1
1456	IT – Network Admin	0.5
1456	IT – System Admin	1

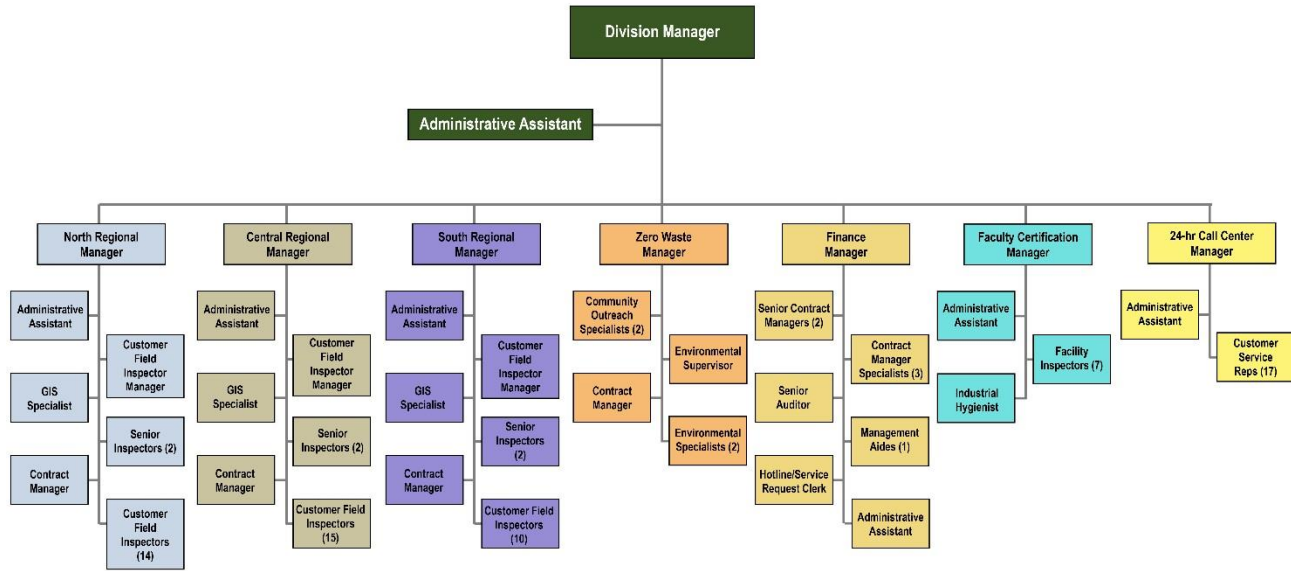
TABLE 3-10  
**Franchise Staff Summary – Steady-State Requirements**

Civil Service Code	Working Title	No. of Positions at Steady State
1431-5	IT – Business Analyst	1
1456	IT – DB Admin	1
7213	GIS Specialist	3
	<b>Total</b>	<b>112</b>

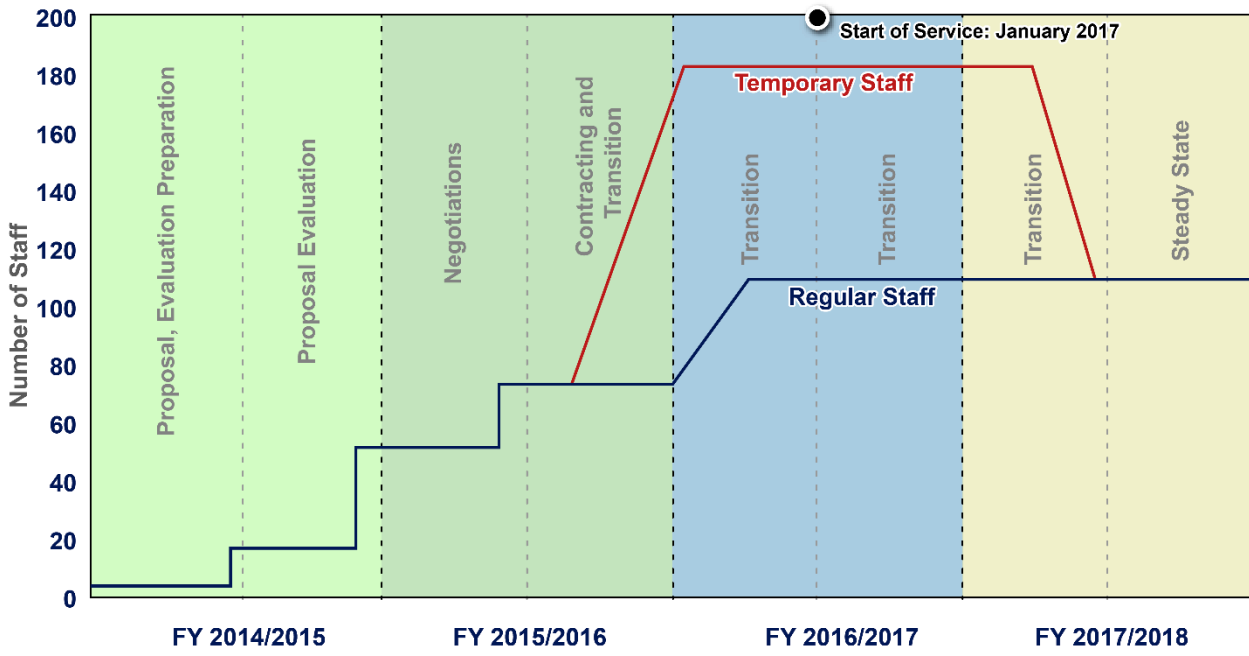
TABLE 3-11  
**Transition Staff Requirements**

Civil Service Code	Working Title	No. of Additional Positions at Transition Period
9171-2	CSR Supervisors	3
1229	CSRs	33
1229	CSRs – Correspondence Handling	5
7310-3	Facility Inspectors	5
4293	Field Inspection Supervisor	3
4292	Field Inspectors	34
1456	IT Technician – DB Admin	1
7213	GIS Specialist	1
	<b>Total</b>	<b>85</b>

**Figure 3-1 Franchise System Organization Chart**



**Figure 3-2 Staff Requirements Timeline**



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## 4. Staff Resource Cost Estimates

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Cost estimates of the labor and non-labor costs required to implement the Franchise system are included in the tables below. These estimates include salaries, benefits, vehicles, field equipment, and office equipment. Table 4-1 provides cost estimates for the steady-state period and Table 4-2 lists the additional costs for resources during the transition period. Assumptions used to develop these estimates include:

- Salaries for each position are calculated using the Maximum Annual Salary listed in CITYPAY
- The steady-state costs includes the overhead cost of 86.83% for each salary (CAP rate listed in Enforcement Cost of the Single Use Bag Ban Ordinance Report)
- Office equipment cost estimate of approximately \$3,600 per employee include costs for office workspace essentials (computer, standard software, telephone, furniture, etc.)
- Cost estimates do not include office space cost
- Field equipment (\$1,300) and vehicle cost (\$20,000) were included in non-labor cost estimates for field inspection and diversion staff.
- Use of personal vehicle is assumed for field inspectors and their supervisors. Mileage reimbursement cost is estimated to be approximately \$12,200 per inspector annually
- Field equipment cost estimate includes costs for GPS, camera, laptop and personal protective equipment

The total annualized cost of steady-state staffing is estimated to be close to \$17.7 M. Up front equipment costs are estimated to be approximately \$1.3 M. The cost of transition staffing is estimated to be \$5.5 M annualized, or \$8.2 M over an 18-month transition period. Up front equipment costs are estimated to be approximately \$900,000 for transition staff.



TABLE 4-1  
Resource Requirements Cost Estimate – Steady-State Period

Working Title	No. of Positions at Steady State	Job Class Title and Level	Annual Salary (\$)	Total Salaries (\$)	Total Labor Costs (includes CAP) (\$)	Vehicles (\$)	Field Equipment (\$)	Office Equipment (\$)	Total Non-Labor Costs (\$)
Program Director	1	Solid Resources Manager II	158,208	158,208	295,580	-	-	3,600	3,600
Admin Assistant	1	Sr Clerk Typist	70,512	70,512	131,738	-	-	3,600	3,600
Regional Manager	3	Sr Mgmt Analyst II	127,472	382,416	714,468	-	-	10,800	10,800
Admin Assistant	3	Sr Clerk Typist	70,512	211,536	395,213	-	-	10,800	10,800
Customer Service Manager	1	Sr Mgmt Analyst II	127,472	127,472	238,156	-	-	3,600	3,600
Customer Service Admin Asst	1	Sr Clerk Typist	70,512	70,512	131,738	-	-	3,600	3,600
CSR Supervisors	1	Sr Mgmt Analyst II	127,472	127,472	238,156	-	-	3,600	3,600
CSRs	16	Cust Serv Specialist	64,624	1,033,978	1,931,781	-	-	57,600	57,600
CSRs - Correspondence Handling	3	Cust Serv Specialist	64,624	193,871	362,209	-	-	10,800	10,800
Diversion Manager	1	Environmental Supvr II	115,278	115,278	215,374	-	-	3,600	3,600
Diversion Admin Assistant	1	Sr Clerk Typist	59,633	59,633	111,412	-	-	3,600	3,600
Community Outreach Specialists	3	Environmental Spec III	106,050	318,149	594,398	60,000	3,900	10,800	74,700
Environmental Specialist	1	Environmental Spec III	106,050	106,050	198,133	20,000	1,300	3,600	24,900
Environmental Engineer	1	Environmental Engineer	115,278	115,278	215,374	20,000	1,300	3,600	24,900
Facility Inspectors	6	Environmental Spec III	106,050	636,297	1,188,794	120,000	7,800	21,600	149,400
Contract MA Manager	1	Sr Mgmt Analyst II	127,472	127,472	238,156	-	-	3,600	3,600
Contract MA Specialists	6	Management Analyst II	87,132	522,792	976,732	-	-	21,600	21,600
Field Inspector Manager	1	Chief Environmental Compliance Inspector	114,715	114,715	214,322	20,000	1,300	3,600	24,900
Field Inspector Supervisor	5	Sr Env Compliance Insp	88,322	441,612	825,064	61,000	6,500	18,000	85,500
Industrial Hygienist - Facilities Inspection	1	Industrial Hygienist	110,455	110,455	206,363	20,000	1,300	3,600	24,900
Field Inspectors	42	Env Compliance Inspector	79,219	3,327,186	6,216,182	512,400	54,600	151,200	718,200
Financial Analyst	4	Management Analyst I	73,853	295,412	551,918	-	-	14,400	14,400
Accountant	0.25	Accountant II	68,361	17,090	31,929	-	-	900	900
Training Coordinator	1	Management Analyst II	87,132	87,132	162,789	-	-	3,600	3,600
IT Supervisor	1	Info System Mgr II	158,208	158,208	295,580	-	-	3,600	3,600
IT - Network Admin	0.5	Info Svcs Specialist	75,753	37,876	70,764	-	-	1,800	1,800
IT - System Admin	1	Info Svcs Specialist	75,753	75,753	141,529	-	-	3,600	3,600
IT - Business Analyst	1	Programmer/Analyst V	113,650	113,650	212,332	-	-	3,600	3,600
IT - DB Admin	1	Info Svcs Specialist	75,753	75,753	141,529	-	-	3,600	3,600
GIS Specialist	3	Geog Info Specialist	75,084	225,252	420,838	-	-	10,800	10,800
<b>Total</b>	<b>112</b>				<b>17,668,550</b>	<b>833,400</b>	<b>78,000</b>	<b>402,300</b>	<b>1,313,700</b>

TABLE 4-2  
**Additional Costs - Transition Period**

Working Title	No. of Add'l Positions Transition	Job Class Title and Level	Annual Salary (\$)	Total Salaries (\$)	Total Labor Costs (includes CAP) (\$)	Personal Vehicle Mileage Reimbursement (\$)	Field Equipment (\$)	Office Equipment (\$)	Total Non-Labor Costs (\$)
CSR Supervisors	3	Sr Mgmt Analyst II	127,472	382,417	714,470	-	-	10,800	10,800
CSRs	33	Part Time Clerk Typist*	35,359	1,166,847	1,166,847	-	-	118,800	118,800
CSRs - Correspondence Handling	5	Part Time Clerk Typist*	35,359	176,795	176,795	-	-	18,000	18,000
Facility Inspectors	5	Environmental Spec III	106,050	530,248	990,662	61,230	6,500	18,000	85,730
Field Inspection Supervisor	3	Sr Env Compliance Insp	88,322	264,967	495,038	36,738	3,900	10,800	51,438
Field Inspectors	34	Part Time Clerk Typist*	35,359	1,202,206	1,202,206	416,364	44,200	122,400	582,964
IT Technician - DB Admin	1	Info Svcs Specialist	75,753	75,753	141,529	-	-	3,600	3,600
GIS Specialist	1	Geog Info Specialist	75,084	75,084	140,280	-	-	3,600	3,600
<b>Total</b>	<b>85</b>				<b>5,027,827</b>	<b>514,332</b>	<b>54,600</b>	<b>306,000</b>	<b>874,932</b>

## Notes:

Annual Salaries are based on 2013 Salaries CITYPAY

Civil Service Codes obtained from <http://agency.governmentjobs.com/lacity/default.cfm?action=agencyspecs>

\*Assumes two (2) Part Time Clerk Typist (950 hrs each annually) to fill one (1) Full Time position for transition staff CSRs. Assumes no CAP costs for Part Time staff.

Non-Labor Costs assumes \$20,000 per vehicle, \$1,300 per person for field equipment and \$3,600 per person for office essentials (computer, desk, etc.)

Use of personal vehicle is assumed for transition period staff (estimated average mileage reimbursement of \$12,200 per inspector per year)

## 5. Schedule

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Initial training sessions for the first hires are required to begin in 2014 and continue into FY2016/2017.

Key assumptions used to estimate timeline dates and periods include:

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<b>Program Start Date</b>	Early 2017
<b>Rates Announcement Date</b>	July 2016 50% of CSRs and Inspectors ready by the time rates are announced
<b>Winning Proposers Announcement Date</b>	September 2014 50% of CSRs trained and ready to respond to calls as soon as winning proposers are announced
<b>Proposal Evaluations Date</b>	August 2014
<b>Onboard Schedule</b>	All positions must be hired no later than 90 days before the program start date.

---

Staff Resources required for proposal evaluations (beginning in August 2014) include the following:

- Customer Service Manager (1)
- Contract Management Manager (1)
- Diversion Manager (1)
- Environmental Specialist (1)
- Environmental Engineer (1)
- Training Coordinator (1)
- Industrial Hygienist (1)
- Financial Analysts (2)
- IT Manager (1)



# Appendix A

## Franchise System Staff Roles

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# Program Director/Manager

## Duties

Oversees the entire Exclusive Solid Waste Franchise program. Leads the Transition Team during the transition period (from Franchise Agreement execution date until 9 months after implementation start date)

## Essential Functions

Essential functions of the Program Director/Manager will include:

- Lead the planning and execution of the Franchise System Implementation
- Oversee the day to day to management and execution of the Franchise System Program responsibilities
- Ensure the effective coordination of all work performed by the Franchise System Program Office
- Develop and deliver reports and briefings to senior City Officials regarding the progress toward Franchise System implementation and achievement of goals
- Provide strategic advice senior City Officials regarding emerging Franchise Program matters, such as new facility needs, emerging collection technologies, and opportunities to increase the efficiency and effectiveness of the System
- Monitor and identify Franchise Hauler performance to identify problematic trends that require correction
- Lead negotiations with Franchise Haulers regarding contract amendments and other matters requiring City intervention
- Supervise Program Office managers, including conducting performance reviews, providing direction regarding hiring and disciplinary matters, and other supervisory matters
- Supervise the Program Office Administrative Assistant

# Administrative Assistant

## Duties

Provides clerical and administrative support to the Program Director/Manager, and assists in coordinating all aspects of daily operations, including recording and reporting data.

## Essential Functions

Essential functions of the Administrative Assistant will include:

- Assists in routing calls from customers and City officials
- Assists in troubleshooting and resolving service and operational issues
- Maintains and distributes department-related information on a daily basis
- Communicates with supervisors and managers about operations and/or dispatch issues
- Completes and maintains a variety of reports as directed by the department managers/supervisors
- Uses software tools to manage a variety of tasks, such as procurement, time and attendance, safety incidents, and contract labor
- Assists with data collection and reporting

- Assists in the implementation of operational projects as needed
- Communicates with customers about service issues as needed
- Communicates with employees about scheduling and work assignments as needed
- Performs other duties as assigned

## **Customer Service Manager**

### **Duties**

The Customer Service Manager receives and processes calls from customers, serves as the end-to-end point of contact for customers, and resolves customer issues. Supervises customer service supervisors to meet overall call center objectives and enhance the customer service function to exceed all customers' expectations. Assists with the handling of non-routine calls that require deviation from standard screens, scripts, and procedures and other situations that may require adaptation of response or extensive research according to customer response.

### **Essential Functions**

Essential functions of the Customer Service Manager will include:

- Manages the customer service team for the Franchise System Program
- Applies sound supervisory principles and techniques in building and maintaining an effective workforce
- Fulfills equal employment opportunity responsibilities
- Participates in internal and external meetings as necessary
- Participates in special projects as assigned
- Responds to unresolved issues when necessary
- Responsible for the development of customer service-related reports, including the creation of reports as requested

## **Customer Service Administrative Assistant**

### **Duties**

Provides clerical and administrative support to the Customer Service Manager and assists in coordinating all aspects of daily operations, including recording and reporting data.

### **Essential Functions**

Essential functions of the Customer Service Administrative Assistant will include:

- Assists in routing calls from customers, City officials, and Franchise Haulers
- Assists in troubleshooting and resolving service, and operational issues
- Maintains and distributes department-related information on a daily basis
- Communicates with supervisors and managers about operations and dispatch issues
- Completes and maintains a variety of reports as directed by the department managers/supervisors

- Uses software tools to manage a variety of tasks, such as procurement, time and attendance, safety incidents, and contract labor
- Assists with data collection and reporting
- Communicates with employees about scheduling and work assignments as needed
- Performs other duties as assigned

## **Customer Service Supervisor**

### **Duties**

The Customer Supervisor supervises a team of Customer Service Representatives (CSR) to meet overall call center objectives and enhance the customer service function to exceed all customers' expectations. Assists with the handling of non-routine calls that require deviation from standard screens, scripts, procedures, and other situations that may require adaptation of response or extensive research, according to customer response.

### **Essential Functions**

Essential functions of the Customer Service Supervisor will include:

- Providing ongoing and daily assistance to Customer Service Representatives
- Serving as primary contact in assisting a team of quality service providers
- Handling escalated calls that may require deviation from standard screens, scripts, and other procedures
- Monitoring calls and providing coaching and feedback as necessary to ensure call center performance
- Maintaining, as required, routine customer service-related reports and creating reports as requested
- Conducting performance reviews and addressing other personnel matters related to Customer Service Representatives

## **Customer Service Representatives (CSR)**

### **Duties**

Field live calls from customers with service inquiries, account set-up and closing needs, service information, questions, and complaints; record customer call information to assist with monitoring Contractor performance; route customer calls to appropriate Franchise Hauler for immediate resolution

### **Essential Functions**

Essential functions of the Customer Service Representative will include:

- Responding to calls/online/text complaints, service requests and informational inquiries from commercial customers
- Providing bilingual or English-as-a-second-language services to customers
- Communicating concise and accurate information
- Confirming that customer needs, issues, and requests are understood
- Escalating unresolvable issues to supervisor or manager of correct department

- Utilizing the City’s authorized system to gather information, provide information, and update customer records
- Maintaining routine customer service-related reports, as required by management, and creating reports as requested

## **Diversion Manager**

### **Duties**

Diversion Manager manages the Community Outreach, Environmental Specialists, Industrial Hygienist, and Contract Management Functions.

### **Essential Functions**

Essential functions of the Diversion Manager will include:

- Managing the community outreach and environmental and contract management team for the franchise program
- Conducting performance reviews of direct reports and other personnel responsibilities related to the Diversion work section
- Fulfilling equal employment opportunity responsibilities
- Participating in internal and external meetings as necessary
- Participating in special projects as assigned
- Responding to unresolved issues when necessary
- Developing franchise program-related reports, including the creation of reports as requested

## **Diversion Administrative Assistant**

### **Duties**

Provides clerical and administrative support to Diversion Manager and assists in coordinating all aspects of daily operations, including recording and reporting data.

### **Essential Functions**

Essential functions of the Diversion Administrative Assistant will include:

- Assisting in routing calls from customers, City officials, and Franchise Haulers
- Assisting in troubleshooting and resolving service, and in operational issues
- Maintaining and distributing department-related information on a daily basis
- Communicating with supervisors and managers about operations and dispatch issues
- Completing and maintaining a variety of reports as directed by the department managers/supervisors
- Using software tools to manage a variety of tasks, such as procurement, time and attendance, safety incidents, and contract labor
- Assisting with data collection and reporting
- Assisting in the implementation of operational projects as needed

- Communicating with customers about service issues as needed
- Communicating with employees about scheduling and work assignments as needed
- Performing other duties as assigned

## **Community Outreach Specialists**

### **Duties**

Oversee the Contractor’s outreach and educational programs and other outreach efforts as needed.

### **Essential Functions**

Essential functions of the Community Outreach Specialists will include:

- Educating the public about the transition process
- Educating the public to reduce waste
- Educating the public to increase recycling
- Creating incentives for those customers that exceed the established goals
- Educating the public on the City’s Green Business Certification program
- Educating the public on waste diversion programs
- Obtaining community input regarding waste management topics
- Developing outreach materials
- Developing outreach metrics used to analyze the effectiveness of the outreach efforts
- Participating in transition activities

## **Environmental Specialists/Environmental Engineer**

### **Duties**

Environmental Specialists perform complex technical monitoring, inspection, documentation, and administrative functions associated with the daily operation of Contractors to ensure compliance with federal, state, and local codes and regulations, including dealing with the proper collection, storage, and disposal of hazardous, medical, and infectious waste. This is accomplished by planning, organizing and coordinating contract environmental provisions compliance activities of the Contractors. Technical duties include monitoring and documenting regulatory compliance of Contractors. Environmental Specialists will conduct inspection of Contractors’ facilities. In addition to the technical duties, this position performs administrative work providing direction to Contractors and staff, and performs activities to ensure regulatory compliance.

### **Essential Functions**

Essential functions of the Environmental Specialists will include:

- Reviewing reports, laws, and regulations to develop policies and procedures related to environmental compliance of Contractor’s operations
- Developing implementing, and provide quality assurance of environmental monitoring systems, and overseeing field operations for environmental monitoring and investigation

- Overseeing the collection of environmental monitoring samples and preparing related reports for regulatory agencies and the public
- Conducting environmental audits to ensure adherence to environmental regulations
- Conducting an overall review of the Contractor's performance in the fifth year (diversion targets and other measurable elements)
- Participating in Team meetings for discussion and review of regulatory compliance
- Performing other special environmental regulatory compliance as necessary
- Enforcing franchise agreement terms pertaining to all environmental issues
- Reviewing Franchise Haulers' operational practices, routing efficiency, vehicle tracking methods
- Inspecting Franchise Haulers' facilities (including transfer stations) to ensure compliance with appropriate rules and regulations
- Monitoring Franchise Haulers' compliance with Franchise Agreement requirements for use of low emission, clean fuel vehicles
- Monitoring Franchise Haulers' progress toward meeting the goals and targets of their diversion plans
- Conducting site visits of transfer, disposal and processing facilities to verify compliance with Contractor agreements
- Participating in transition activities

## **Industrial Hygienist**

### **Duties**

Industrial Hygienist coordinates, plans, and conducts programs to ensure the Contractors' cleanliness, safety, and sanitation in their hauler facilities/trucks. Industrial Hygienist conducts inspections at Contractors' facilities and provides advice on methods and procedures to reduce occupational health risks.

### **Essential Functions**

Essential functions of the Industrial Hygienist will include:

- Enforcing franchise agreement terms pertaining to all environmental issues
- Inspecting Contractor's facilities to ensure compliance with appropriate rules and regulations
- Reviewing for contaminated air, water and disease-carrying vectors that can spread illness
- Reviewing proper handling of hazardous materials
- Ensuring measures for control of nuisances (dust, odor, litter, noise or visual/aesthetic degradation) are in place
- Ensuring measures for control of disease-causing agents are in place
- Ensuring that the Contractor provides a safe and healthy environment for its workers and that the facilities are in compliance with OSHA and other regulatory agencies
- Participating in Team meetings for discussion and review of regulatory compliance

# Contract Management (MA) Specialists

## Duties

Act as the interface between the City and the hauler in addressing contractual issues. Include contract interpretation and compliance issues that arise between Contractors and the City.

## Essential Functions

The essential functions of the Contract Management Specialist will include:

- Advising and assisting City leadership in strategy development and negotiations related to revisions of franchise agreements
- Investigating complaints of noncompliance of waste disposal franchise agreements
- Supporting any matters requiring negotiation with Franchise Haulers
- Coordinating with internal staff to ensure consistent interpretation of and implementation of Franchise Agreements
- Providing information to interested parties related to Franchise Agreements
- Assisting in the completion of annual audits of Franchise Hauler performance
- Preparing and attending necessary meetings related to contractual issues
- Ensuring Contractors are in compliance with contract terms and conditions
- Ensuring that Contractors develop contingency plans to avoid disruption of services
- Reviewing customer service reports, including records of service complaints, response time, wait time for incoming calls, dropped calls, complaint resolution and other established performance benchmarks (such as missed collections, repeat misses, or container not delivered on time); determine if liquidated damages should be imposed due to performance failures.
- Ensuring Contractor has dedicated staff to assist businesses with waste assessment, recycling programs, and organics
- Ensuring Contractors effectively perform urgent unscheduled pickup services (such as for hospitals or movie studios)
- Ensuring employees of the Contractor are properly trained each year to handle emergencies that may cause interruptions in service

# Field Inspection Manager

## Duties

Supervises a team of Field Inspection Supervisors engaged in inspecting and investigating customer sites.

## Essential Functions

The essential functions of the Field Inspection Manager will include:

- Coordinating with other Franchise Program staff to ensure effective oversight of Franchise Hauler performance
- Supervising Field Inspections Supervisors, including conducting performance reviews and other personnel related activities

- Performing more difficult inspections and investigations
- Attending meetings and prepares required reports
- Conducting Route Inspections
- Preparing work orders for the field staff

## **Field Inspectors (Customer Response)**

### **Duties**

The primary function of the field inspector will be to provide a variety of technical and field inspection work in order to monitor the franchise compliance with franchise agreements; conduct onsite inspections with customers to assist in resolving customer service issues. The inspector will be responsible for issuing violation notices and make recommendation for gaining compliance and other related tasks.

### **Essential Functions**

The essential functions of the Field Inspector will include:

- Investigating complaints of noncompliance of waste disposal franchise agreements
- Issuing violation notices, and, if necessary, preparing follow-up reports concerning which violations have not been corrected
- Maintaining inspection records and preparing reports for supervisors and regulatory agencies
- Testifying at hearings regarding violations and compliance activities, if necessary
- Traveling to inspection sites and preparing supporting documentation and reports relevant to inspections, prior to and following inspections
- Conducting scheduled and random inspections of Contractor services to assess opportunities for increased recycling
- Conducting inspections to ensure Contractor compliance with container specification requirements and other terms of franchise agreements
- Meeting customers onsite to assist in resolution of customer service issues (such as repeated missed collections or graffiti complaints)
- Monitoring routes to track and report where recycling services are not being provided
- Participating in meetings, as required

## **Field Inspectors (Facilities)**

### **Duties**

The primary function of the Field Inspector will be to provide a variety of technical and field inspection work in order to monitor the franchise compliance with franchise agreements; conduct site visits of transfer, disposal and processing facilities to verify compliance with franchise agreements. The inspector will be responsible for issuing violation notices and making recommendation for gaining compliance and other related tasks.

### **Essential Functions**

The essential functions of the Field Inspector will include:



- Inspecting Contractor facilities to ensure compliance with Franchise Agreement terms, specifically regarding diversion requirements (AB 939 Certified Processor Certification) and health and safety requirements
- Issuing violation notices and if necessary prepare follow-up reports concerning which violations have not been corrected
- Maintaining inspection records and preparing reports for supervisors and regulatory agencies.
- Testifying at hearings regarding violations and compliance activities, as needed
- Traveling to inspection sites and prepare supporting documentation and reports relevant to inspections, prior to and following inspections
- Conducting scheduled and random inspections of Contractor services to assess opportunities for increased recycling
- Conducting inspections of Contractor base yards and vehicles to verify compliance with franchise agreements
- Participating in meetings, as required

## **Financial Manager**

### **Duties**

The primary function of the Financial Manager is to supervisor the Financial Analysts, Auditors, and Accounting staff.

### **Essential Functions**

Essential Functions of the Financial Manager will include:

- Supervising finance staff, including conducting performance reviews and other personnel related activities
- Managing or assisting in managing financial administration and planning or accounting activities for the franchise program
- Analyzing and making recommendations on significant financial matters
- Participating in the development of business management reporting, accounting, or cash flow projection systems
- Participating in internal and external meetings as necessary
- Participating in special projects as assigned

## **Financial Analysts**

### **Duties**

The primary function of the Financial Analyst is to provide detailed analytical information to ensure that haulers are in compliance with franchise agreements, monitor service level and financial data provided Franchise Haulers, and ensure the correct calculation of liquated damages owed to the City. This would include the responsibility to coordinate, prepare documents, and perform research analyses, whenever necessary.

## Essential Functions

The essential functions of the Financial Analyst will include:

- Monitoring and analyzing weekly and monthly performance data provided by the Franchise Haulers
- Monitoring and analyzing monthly service level, revenue, and financial performance data provided by the Franchise Haulers
- Preparing and presenting reports, presentations and briefing to Franchise Program staff and senior officials regarding Franchise Hauler performance, service level, and revenue trends; trends in AB 939 and Franchise Fees; and Franchise Hauler financial performance
- Calculating quarterly Contractor's fees due to the City, per the terms of Franchise Agreements

## Accountant

### Duties

The primary function of the accountant is to ensure that AB 939, franchise fees, and other monies due to the City are properly calculated and accounted for.

### Essential Functions

Essential Functions of the Accountant will include:

- Preparing, reviewing, analyzing, and interpreting financial and statistical data to ensure accuracy of Contractors' quarterly payments and reports
- Overseeing production of automated internal financial/operational reports
- Participating in Team meetings for discussion and review of generated financial reports
- Assisting with the preparation of annual budgets, updates, and strategic plans
- Reviewing quarterly Contractor payments and reports
- Preparing accrual entries, at year end, for proper revenue recognition
- Assisting Contract Management and Financial Analysts with calculating liquidated damages
- Preparing liquidated damage billings
- Preparing billing to the Contactor's for City's Outreach efforts (for example, to fund direct mail, web-hosted materials and other outreach and education media)

## Training Coordinator

### Duties

The primary function of the Training Coordinator is to be responsible for training of the franchise program staff, which includes curriculum development, policies and procedures, and a staff training schedule.

### Essential Functions

Essential Functions of the Training Coordinator will include:

- Organizing internal training programs
- Designing, coordinating, and conduct end-user training programs
- Preparing curriculum and tools needed for staff training

- Reviewing the list of training participants, distribution of materials and training, support trainer in training
- Organizing external training programs as needed
- Preparing policies and procedures for franchise program staff
- Assisting managers/supervisors in developing training schedule and material
- Participating in Team meetings for discussion and review of training schedule and curriculum

## IT Manager

### Duties

IT Manager will supervise the IT staff that will be supporting the franchise technology applications, servers, databases, user desktops, phone system and mobile applications.

### Essential Functions

Essential Functions of the IT Manager will include:

- Supervising IT staff, including conducting performance reviews and other personnel-related activities
- Preparing reports, presentations, and briefings for senior officials regarding technology issues, including budget needs, emerging technologies, and other matters requiring management attention
- Assisting in the design, implementation and maintenance of databases to store, extract and analyze Contractor provided data
- Supporting the IT team in the design, coordination of, and execution of end-user training programs
- Participating in internal and external meetings as necessary
- Participating in special projects as assigned

## IT Technicians

### Duties

IT Technicians act as a departmental resource, providing technical and analytical expertise in supporting the City's customer service technology applications, which will include the software, phone technology, and interfaces to franchise haulers detail systems . IT Support Staff perform analysis, planning, development, training, and support activities for automated, computer-based information systems used by the Franchise System staff.

### Essential Functions

Essential Functions of the IT Technician will include:

- Developing and managing the interfaces between the Franchise Haulers' customer service applications to the City's CRM application
- Installing and maintaining all software and database applications necessary to support the Franchise Program
- Installing and maintaining the IT infrastructure that supports the databases and applications required for the Franchise Program

- Developing statistical reports and queries used for financial analysis, Franchise Hauler performance monitoring, and other Franchise Program oversight activities
- Providing desktop support for all Franchise Program staff
- Participating in transition activities

## **GIS Specialist**

### **Duties**

The primary function of an employee in this class is to operate a computerized mapping system and perform technical geographic information system (GIS) input, including editing and system analysis, to produce a wide variety of maps and reports for staff and the public. The GIS specialist provides and integrates GIS data from a variety of existing sources into the Franchise System database on a regular basis to ensure complete and accurate data is available for the map display and use by Franchise System staff.

### **Essential Functions**

Essential Functions intended for GIS Specialist will include:

- Utilizing GIS and associated software to produce, display, and analyze geographic information, including VMT data
- Integrating GIS base map data from existing City and other systems into the Franchise System GIS database
- Creating maps for field staff
- Creating and maintaining field data collection GIS mapping applications for use by staff
- Preparing, updating, and maintaining GIS databases, reports, statistical information and maps as requested by Franchise System staff
- Assisting Franchise Program staff with map production and analysis of spatial database information
- Providing technical support to train and assist system users in new and existing GIS applications, including mobile applications for field staff

## **Appendix B**

# **Benchmark Surveys (Schafer Consulting)**

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Fresno, CA .....	B-3
Monterey County .....	B-5
New York City .....	B-6
Oakland, CA .....	B-9
Roseville, CA .....	B-11
Sacramento County .....	B-13
San Bernardino County .....	B-16
San Diego .....	B-17
San Jose .....	B-20
Santa Clara County .....	B-22
Stockton .....	B-24
Vancouver, WA .....	B-27





## Summary of Resources by Functions

Entity (Res)	Diversion Rate	Accounts	CSR	Finance	IT	Inspectors	Contract Managers (CM)	Managers	Analyst/ Other Position
NYC	15.1	150,000-200,000-C				2-for commercial accts			6- outreach officers
Oakland	66	1-intern w/recycling staff support - 7		1 (franchise)	3		4	1	6
Palm Beach County			7						8 Service Area Coordinators
Sacramento County	56/24.5% current	155,000-R 15,500-C 1,715 MF	20	250 (countywide)	2	5	3 -PT	3	
San Bernardino County	56						5		
San Diego	68	285000-R 22000-MF/C	8	4		14	3	1	
San Francisco	75	150,000-R 16,500-C							
San Jose	71	R=205,000 MF=92,000 C=9,600	15		.5 GIS	3	8	5 for CSR 2 for CM (1)Program Manager	
Santa Clara County	61	16,000-R 300-C		4 staff / 1 is accountant		6	4		1.5
Seattle	63	178000-R 11,000-C				6-Area inspectors 3-lead inspectors	4 staff		
Stockton	70	72567-R 3262-C	6			4-6 inc bldg. inspections		2 –for CSRs	5 –Code Enforcement
Toronto Canada	52								
Vancouver, WA	65	41000-R 2500-C 450-MF	31 (covers Clark County)			4 inc other issues			

R = Residential  
M = MF Residential  
C = Commercial



# Survey Responses by City and County

## Contact for Benchmarking – Fresno, CA

### Contact Information:

Name: Jerry Schuber Sr.

Title: Assistant Director of Public Utilities – Solid Waste Division Management

Phone and email: 559 621-1801

[Jerry.Schuber@fresno.gov](mailto:Jerry.Schuber@fresno.gov)

### Questions/Needed information from agencies that have franchise agreements

#### General Background

1. *How many total accounts do you service?*

SWMD handles 107,000+ residential accounts

2. *What is the breakdown of accounts (residential, commercial/multifamily)?*

Exclusive franchise for collecting and hauling commercial and multi-family solid waste and recycling materials, which included about 7,900 multi-family, commercial and industrial accounts, was awarded to Mid Valley Disposal and Republic Services (formerly Allied Waste).

3. *What is your total service area (acres or square miles)?*

109 Square Miles of the 6009 Square miles of Fresno County

4. *What is the total annual disposal tonnage processed?*

230,500 FY13 for all city contractors

5. *What is your current diversion rate?*

Down this year to 58%. In years past we have been as high as 71%

#### Customer Service

1. *What are the hours for your call center?*

24/7 for the one call answering service, but our office hours are 8 to 4 M-F

2. *How do you handle 'after hour calls' if needed?*

They are routed to the AD for handling when trucks are back up and running. Emergencies can be handled by vendor or by city staff who work on weekends.

3. *How many customer service representatives do you have in the department? How many of those are clerical support?*

20+ (6 are Customer facing people who handle the public customers direct, however, everyone we deal with is a customer internal or external)

4. *How many calls does each customer service representative handle a day?*

< 100

5. *How many supervisors do you have?*

2

6. *What is the supervisor/representative ratio?*

3/1 ratio (one is a lead and then there is a supervisor)

7. *What types of issues can be addressed by the customer service representative and what types of issues need to be escalated?*

Service issues and customer needs. Billing problems or angry customers who are unhappy with the service answers will escalate so the customer gets satisfaction.

8. *Do you monitor customer service performance? If so, what is your current measure of performance?*

Yes. We use call volume. We have recently switched our phones to a Voice Over Internet Protocol system which allows us to monitor and record conversations.

9. *Of the customer service requests how many are received via on email, voicemail and snail mail per day?*

5 to 20 voice mails and maybe an email once or twice a week. Snail mail is once a month if at all.

#### **Franchise Operations (if inspections are outsourced, can we contact consultants)**

1. *How do you handle field/haulers inspections?*

On staff/Consultants. Consultants and in house.

2. *How many sites does each inspector need to visit – daily, weekly, monthly?*

Not Specified.

3. *What is the inspection frequency of waste hauler operations?*

As needed.

4. *How many environmental specialists are on staff? Industrial hygienists? Investigators? Other staff?*

1 Safety Specialist. 1 program compliance officer. We used to have 4 code enforcement officers but budget cuts killed the program.

5. *For the field inspectors:*

a. *What are the duties and types of work performed each day?*

Compliance with Large pile regulations

b. *How many work orders or stops per day does each inspector perform?*

Not specified

#### **Contract Management**

1. *How many resources do you have to manage the franchise agreements?*

3

2. *What types of resources are these?*

AD, Internal audit staff, Outside Consultants

3. *Which responsibilities have you given to your franchisee that you wished you could have kept in-house?*

None right now.

#### **Financial**

1. *Are you responsible for billing haulers for service?*

No

2. *If not, how is billing handled?*

The haulers bill for services

3. *What is the total gross revenue for solid waste disposal?*

29m for residential.

4. *How many accountants, accounting clerks, auditors, management analysts are on staff?*

6

5. *Do you perform rate analysis? If so, how often is that done and how many people in your organization are supporting this function?*

Every 5 years we consult on this with an outside consultant.

#### **Other**

1. *Who is responsible for report preparation, clean-up events preparation, and event staffing?*

Community Sanitations staff (also a division in Solid Waste)

2. *Do you handle any IT support? GIS Support?*

No IT but we are adding a GIS specialist this year.

3. *Other Duties*

Recycling outreach is done in house as well.

4 staff for this operation.

## **Monterey County**

### **Contact Information:**

Mark Diaz

Monterey County

831-755-4617

“Feel free to call back”

1. *What geographic area is your organization responsible for?*

Monterey County

2. *How many commercial customers do you have?*

Was not sure

3. *How many full-time waste inspectors do you employ?*

2.5 full time inspectors

2 senior inspectors (level 3) and level 2 inspector

4. *Do you require bi-lingual inspectors?*

No

5. *How are the field inspectors assigned? (zones, demographics, type of business)*

Each hauler is responsible for the entire geographic county

Tasks are divided up fairly evenly in terms of hours, geography, number of facilities

6. *On average, how many inspections a day does your organization conduct?*

– 1,100 annual inspections

– LEA inspections (local enforcement agencies) 288, Medical Waste 240, Waste Hire Facilities 230, Liquid Waste Hauler Inspections 60 vehicles, Solid Waste Vehicle Inspections 170

7. *On average, how much time does an inspector spend on a site or how many inspections a day?*

2-3 inspections a day on average

8. *Percentage of time spent offsite (i.e. reporting time, meeting time, travel time, etc.)*

- 40% time spent off-site
- Respond to complaints
- Body Art Inspections
- Recycling duties are also shared: mostly cross-training

9. *Do you have out-source to commercial waste haulers?*

- East jurisdiction bids separately for their hauling
- 12 total cities 7 haulers

10. *Do you perform inspections on private haulers?*

Local county ordinance requires annual inspections on all vehicles for the solid waste haulers.

## **Contact for Benchmarking – New York City**

### **Contact Information:**

Bridget Anderson

Director, Recycling Unit at DSNY Bureau of Waste Prevention, Reuse, & Recycling

### **Questions/Needed information from agencies that have franchise agreements**

#### **General Background**

1. *Do you have exclusive residential and/or commercial/multifamily franchises?*

230 Haulers provide service for commercial accounts

2. *What collection services (i.e., solid waste, recycling, food waste, yard trash, etc.) are provided under the residential and/or commercial/multifamily franchises?*

3. *How many total accounts do you service?*

4. *What is the breakdown of accounts (residential, commercial/multifamily)?*

Residential service is based on property taxes (institutional) - there aren't really accounts; Commercial accounts are serviced by 230 licensed haulers – there are approximately 150,000-200,000 accounts

5. *What is your total service area (acres or square miles)?*

6. *What is the total annual disposal tonnage processed?*

3 million tons collected a year

7. *What is your current diversion rate?*

DSNY –for 2013 – 15.1%

#### **Customer Service**

1. *Is the municipality or the service provider the first point of contact for customer service?*

Residential yes – Commercial accounts – no- are serviced by haulers/ Initial point of contact is the 311 system

2. *How are customer service issues communicated to the service providers?*

3. *What are the hours for your call center?*

Any calls and online requests are routed to automated 311 system.

4. *How do you handle 'after hour calls' if needed?*

5. *How many customer service representatives do you have in the department? How many of those are clerical support?*

The CSR's handle service calls for residences and institutions. There are 4 reps that handle recycling specific issues and 4 that handle materials request – again they are handled by exception.

6. *How many calls does each customer service representative typically handle a day?*

7. *How many supervisors do you have?*

8. *What is the supervisor/representative ratio?*

9. *What types of issues can be addressed by the customer service representative and what types of issues need to be escalated?*

10. *Do you monitor customer service performance? If so, what is your current measure of performance?*

11. *Of the customer service requests how many are received via on email, voicemail and snail mail per day?*

Any calls are processed through 311 system – calls/online requests may be forwarded to different bureaus within sanitation –depending

### **Franchise Operations**

1. *How do you handle field/haulers inspections? On staff/Consultants?*

Another division - Business Integrity Commission regulate the haulers –they have a small team that investigate issues with the haulers

2. *How many sites does each inspector need to visit – daily, weekly, monthly?*

3. *What is the inspection frequency of waste hauler operations?*

4. *How many environmental specialists are on staff? Industrial hygienists? Investigators? Other staff?*

### **Contract Management**

1. *How many resources do you have to manage the franchise agreements?*
2. *What types of resources are these?*
3. *Which responsibilities have you given to your franchisee that you wished you could have kept in-house?*

### **Financial**

1. *Are you responsible for billing haulers for service?*
2. *If not, how is billing handled?*
3. *What is the total gross revenue for solid waste disposal/collection?*
4. *How many accountants, accounting clerks, auditors, management analysts are on staff?*
5. *Do you perform rate analysis? If so, how often is that done and how many people in your organization are supporting this function?*

### **Other**

1. *Who is responsible for report preparation, clean-up events preparation and event staffing?*
2. *Do you handle any IT support? GIS Support?*

### **Other Duties Field Inspectors**

1. *How many field inspectors do you currently have on staff?*

For the Commercial accounts – there are 2 enforcement officers – sometimes there have been 4 officers – they respond to issues – correspondence. Their inspections aren't done on a proactive basis.

2. *What are the duties and types of work performed each day?*

Inspectors investigate issues or exceptions – inspectors use handheld devices connected to online system – they can even issue tickets using the device – system is NOVAS/ For the residences/institutions – there are permit inspections, transfer stations, enforcement officers or outreach officers (currently there are 6 outreach officers – there have been as many as 40) - outreach is also part of the job for others in the department – there is also a Supervisor in the field on an ad hoc basis to perform inspections

3. *How many work orders or stops per day does each inspector perform?*



## Contact for Benchmarking – Oakland, CA

A management level who is in charge of waste management (solid waste, trash collection, etc.)

### Contact Information:

Name: Mark Gagliardi

Title: Acting Solid Waste & Recycling Program Supervisor

City of Oakland | Public Works Agency

250 Frank H Ogawa Plaza, Ste. 5301 | Oakland, CA 94612

Phone and email: (510) 238-6262

[mgagliardi@oaklandnet.com](mailto:mgagliardi@oaklandnet.com)

### Needed information from agencies that have franchise agreements

#### Customer Service

1. *What are the hours for your call center?*

The City operates a Recycling Hotline Monday through Friday from 8:30 am to 5:00 pm. It is closed from 12:00 pm to 1:00 pm daily and all City observed holidays.

2. *How do you handle 'after hour calls' if needed?*

After hours calls are routed to voicemail for response the following business day. Callers are also directed to report service collection related calls and complaints directly to the hauler customer service.

3. *How many customer service representatives do you have in the department?*

Our division utilizes one intern for live call handling & customer support. That position is assisted by all remaining recycling staff of which there normally 7 excluding the Recycling Supervisor position.

4. *How many of those are clerical support?*

None.

5. *How many calls does each customer service representative handle a day?*

In January we averaged 11 calls per day which includes emailed service requests.

6. *How many supervisors do you have?*

One position directly supervises the hotline intern who is not the Recycling Supervisor which supervises the entire work unit.

7. *What is the supervisor/representative ratio?*

There is one staff allocated to supervise one intern.

8. *What types of issues can be addressed by the customer service representative and what types of issues need to be escalated?*

The intern addresses all typical service requests such as missed collection, general complaints, requests for service and recycling information. The intern flags calls for escalation when there is a complaint about a franchise violation such as collection before 6 am, a complaint has been lodged for a second time (missed collection or other general complaint), or when a different division staff person or city agency must become involved such as with a public records request or complaint about illegal dumping.

#### Franchise Operations

1. *How do you handle field/haulers inspections? On staff (in house)/Consultants.*

There are currently no field or hauler inspections.

2. *How many sites do each inspectors need to visit – daily, weekly, monthly? Time spent for inspections?*

N/A

3. *How many environmental specialists are on staff?*

0

4. *Industrial hygienists? Investigators?*

0

5. *Other staff?*

- Recycling Supervisor – 1
- Sr. Recycling Specialist – 2
- Recycling Specialist – 3
- Program Analyst 1 – 2

### **Contract Management**

#### ***Who manages the franchise agreement?***

1. *How many resources do you have to manage the franchise agreements?*

- 1 Recycling Supervisor
- 2 Sr. Recycling Specialists
- 1 Program Analyst

2. *What types of resources are these?*

City staff employed in the Public Works Agency, Environmental Services Division.

3. *Which responsibilities have you given to your franchisee that you wished you could have kept in-house?*

N/A

### **Financial**

1. *Are you responsible for billing haulers for service?*

Sharon confirmed that this questions refers to remittance of franchise fees from hauler to City, *not* payment for collection services provided to customers. In this case, No, the city does not bill the hauler. The amount of the monthly franchise and other city fees is established annually according to contract provisions, and the hauler sends the payments monthly.

2. *If not, how is billing handled?*

Specific hauler financial obligations are detailed in the franchise agreement. The agreement requires the hauler to remit those funds to the city each month.

3. *How many accountants, accounting clerks, auditors, management analysts are on staff?*

One Sr. Recycling Specialist conducts the annual adjustment to franchise and other city fees (as well as annual adjustments to customer rates for service). Additionally, a team of two Recycling Specialists plus one Program Analyst conducts monthly contract compliance meetings with each of the two franchised haulers, and does follow-up activities as needed.

4. *Do you perform rate analysis? If so, how often is that done and how many people in your organization are supporting this function?*

No, we do not perform rate analysis.

## **Other**

### *1. Who is responsible for report preparation, clean-up events preparation, and event staffing?*

Recycling Specialists & Recycling Supervisor prepare reports for the City Council. The franchise agreement provides a limited number of debris boxes for clean-up events that are allocated to the City Council for distribution. City staff does not staff clean-up events.

### *2. Do you have any IT support staff?*

Both IT and GIS is supported through the Public Works Agency (PWA) staff of 3 at an agency-wide level and supplemented by City of Oakland IT support staff.

### *3. And GIS Support?*

1 of the 3 staff previously mentioned was specifically hired to handle PWA GIS at an agency-wide level.

### *4. Other Duties*

## **Contact for Benchmarking – Roseville, CA**

A management level who is in charge of waste management (solid waste, trash collection, etc.)

### **Contact Information:**

Name: Shelly Tilley

Title: Refuse Superintendent

Phone and email: 916-774-5785

[stilley@roseville.ca.us](mailto:stilley@roseville.ca.us)

They have 12 non-exclusive haulers. Shelly handles the agreements. All 12 are commercial haulers. The only time a resident would use a hauler is if they need additional bins for construction work. Other than that it is all residential through the City of Roseville.

### **Customer Service**

#### *1. What are the hours for your call center?*

8 to 5

#### *2. How do you handle 'after hour calls' if needed?*

Voice mail (not a lot of emergencies)

#### *3. How many customer service representatives do you have in the department?*

2 CSR, 1 Clerk, 1 billing technician (supervisor)

#### *4. How many of those are clerical support?*

1 clerk

#### *5. How many calls does each customer service representative handle a day?*

80 to 100 calls per day.

#### *6. How many supervisors do you have?*

1 billing technician

#### *7. What is the supervisor/representative ratio?*

2 CSR and 1 Clerk answer to the billing technician. Billing technician to the utility manager then Shelly the superintendent.

8. *What types of issues can be addressed by the customer service representative and what types of issues need to be escalated?*

Rep handles more questions if it needs to be escalated then the supervisor or superintendent gets involved.

### **Franchise Operations**

1. *How do you handle field/haulers inspections?*

On staff (in house)/Consultants. In house. They are a full service city.

2. *How many sites do each inspectors need to visit – daily, weekly, monthly? Time spent for inspections?*

Only one time. Unless there are issues. They are city haulers so no inspectors.

3. *How many environmental specialists are on staff?*

None on staff.

4. *Industrial hygienists? Investigators?*

No

5. *Other staff?*

Engineers but they are in other departments.

### **Contract Management**

#### ***Who manages the franchise agreement?***

1. *How many resources do you have to manage the franchise agreements?*

Full service a non-exclusive franchise.

2. *What types of resources are these?*

Roseville has full services including their own water treatment facility.

3. *Which responsibilities have you given to your franchisee that you wished you could have kept in-house?*

All in-house.

### **Financial**

1. *Are you responsible for billing haulers for service?*

No, they are the hauling services

2. *If not, how is billing handled?*

3. *How many accountants, accounting clerks, auditors, management analysts are on staff?*

City clerk office has their division.

4. *Do you perform rate analysis? If so, how often is that done and how many people in your organization are supporting this function?*

Every 3 to 5 years. 3 business analyst in business service but not all are in solid waste.

### **Other**

1. *Who is responsible for report preparation, clean-up events preparation, and event staffing?*

Clean up is the trash haulers but other departments handle the preparations.

2. *Do you have any IT support staff?*

Not in their division but in the IT department.

3. *And GIS Support?*

Environmental utility department. 4 support people.

4. *Other Duties?*

Water waste and solid waste.

## **Sacramento County**

A management level who is in charge of waste management (solid waste, trash collection, etc.)

### **Contact Information:**

Name: Doug Sloan; Helen Broadnax; Kelli Sequest

Title: Division Chief for Waste Management and Recycling & Manager

Phone and email: Helen 916-876-7300/

Kelli Sequest email – [sequestk@SacCounty.net](mailto:sequestk@SacCounty.net)

### **General Background**

1. *Do you have exclusive residential and/or commercial/multifamily franchises?*

According to the current database – 155,000 customers in the unincorporated area of Sacramento County, 17,215 (15,500 business facilities and 1,715 multi-family facilities that are serviced by our franchised haulers either for trash, recycling or both)

2. *What collection services (i.e., solid waste, recycling, food waste, yard trash, etc.) are provided under the residential and/or commercial/multifamily franchises?*

3. *How many total accounts do you service?*

4. *What is the breakdown of accounts (residential, commercial/multifamily)?*

See above

5. *What is your total service area (acres or square miles)?*

6. *What is the total annual disposal tonnage processed?*

340,000 tons of disposal reported by the franchised haulers

7. *What is your current diversion rate?*

Currently 24.5%

### **Needed information from agencies that have franchise agreements**

1. *What are the hours for your call center?*

7:30 to 5:45 every day except holidays.

2. *How do you handle 'after hour calls' if needed?*

If it's an emergency the calls rollover to the county operations. Each department leaves a contact person to be available. Example: If the Sacramento river is overflowing they would open up the call center for the overflow calls.

3. *How many customer service representatives do you have in the department?*

20

4. *How many of those are clerical support?*

All 20.

5. *How many calls does each customer service representative handle a day?*

About 70 to 75

6. *How many supervisors do you have?*

3

7. *What is the supervisor/representative ratio?*

1 to 20, 1 to 10 in accounts and 1 to 8 in Support services (new home owners, move in and move out)

8. *What types of issues can be addressed by the customer service representative and what types of issues need to be escalated?*

The customer service reps can handle all calls from billing to flooding except for commercial. It's sent to the commercial queue.

9. *Do you monitor customer service performance? If so, what is your current measure of performance?*

Our system is non-exclusive. There are requirements placed on the hauler in SWA Code that speak to customer service agreement requirements, performance standards, etc.

10. *Of the customer service requests how many are received via on email, voicemail and snail mail per day?*

N/A

### **Franchise Operations**

1. *How do you handle field/haulers inspections?*

On staff (in house)/Consultants.

2. *How many sites does each inspector need to visit – daily, weekly, monthly?*

Time spent for inspections?

3. *What is the inspection frequency of waste hauler operations?*

Our audit schedule generally calls for an audit of one large hauler and one medium hauler each year conducted by a third party auditor.

4. *How many environmental specialists are on staff?*

None

5. *Industrial hygienists? Investigators?*

None

6. *Other staff?*

### **Contract Management**

#### ***Who manages the franchise agreement?***

1. *How many resources do you have to manage the franchise agreements?*

3 people handle it on a part time basis. One to collect application information and one to calculate the county recycle rate and one more person.

2. *What types of resources are these?*

3. *Which responsibilities have you given to your franchisee that you wished you could have kept in-house?*

No regrets. They are constantly reevaluating the program. Mandatory 30% of their must be diverted.

### **Financial**

1. *Are you responsible for billing haulers for service?*

Haulers must submit franchise fees.

2. *If not, how is billing handled?*

3. *What is the total gross revenue for solid waste disposal/collection?*

Total annual gross revenue subject to the franchise fee is about \$40M.

4. *How many accountants, accounting clerks, auditors, management analysts are on staff?*

250 employees and \$90 million. Pieces are scattered no one person has that as a full time job.

5. *Do you perform rate analysis?*

No, Haulers are free to set their own rate.

6. *If so, how often is that done and how many people in your organization are supporting this function?*

7. *Who is responsible for report preparation, clean-up events preparation, and event staffing?*

They do not handle any community events. It's all for residential. They are delivered a 5 x 5 bin once a year for free then the second time \$25.

8. *Do you have any IT support staff?*

2 IT staff does everything.

9. *And GIS Support?*

1 for residential.

10. *Other Duties Field Inspectors*

### **Field Inspectors**

1. *How many field inspectors do you currently have on staff?*

2. *What are the duties and types of work performed each day?*

The County Environmental Management Department is the SWA enforcement agent. One of their tasks is to conduct business recycling and multi-family recycling inspections to determine compliance with SWA Code and AB341. For efficiency, these inspections have also been included in the regular restaurant inspection schedule, etc. All have an inspection checklist they use to verify compliance.

3. *How many work orders or stops per day does each inspector perform?*

There were about 1,000 inspections performed in 2013.

## San Bernardino County

1. *What geographic area is your organization responsible for?*

San Bernardino County

2. *How many commercial customers do you have?*

- Was not sure
- Total population is ~2.0M

3. *How many full-time waste inspectors do you employ?*

5 full time inspectors are employed

4. *Do you require bi-lingual inspectors?*

Not a requirement by the county, however all 5 of their current employed inspectors happen to be bi-lingual. It has proven to be extremely helpful when the inspectors need to speak with on-site laborers/workers

5. *How are the field inspectors assigned? (zones, demographics, type of business)*

Each inspector can do any type of inspection they provide: Landfills (open and closed), transfer stations, medical waste facilities, composting facilities. Also inspect places like body art facilities

6. *What is the typical timeline for procurement – (laptops, software, mobile device)?*

Not asked

7. *On average, how many inspections a day does your organization conduct?*

- Depends on what type of inspection they are doing. Typically they try to be as efficient as possible and schedule an inspector's daily inspections around geographical and time considerations. For example, if an inspector has to inspect a landfill, they may later assign that person to a nearby Waste Medical Facility which may not take as much time.
- Landfills: 2-3 hours
- Transfer Stations 1-2 hours
- Other time estimates depend on the size/scope of that job
- Below, they estimate an inspector might perform 2-3 a day so that would imply 10-15 inspections a day total

8. *On average, how much time does an inspector spend on a site or how many inspections a day?*

Again, this depends on the size and types of the inspections they are doing. An average day might consist of 2-3 inspections total

9. *Percentage of time spent offsite (i.e. reporting time, meeting time, travel time, etc.)*

Because the county tries to be as efficient as possible, they attempt to minimize the number of hours their inspectors are off-site. Estimate time was less than 40%.

10. *Do you have out-source to commercial waste haulers?*

Yes, there are contracted private haulers

11. *Do you perform inspections on private haulers?*

No, state is responsible for that (specifically the vehicles). The County only inspects the landfills where the waste is dumped.



# Agencies to Contact for Benchmarking – San Diego

## Contact Information

### Questions/Needed information from agencies that have franchise agreements

#### General Background

1. Do you have exclusive residential and/or commercial/multifamily franchises?

The City of San Diego has Non-Exclusive Franchise Agreements for Solid Waste Collection. The franchisees provide services to multifamily residences, as well as commercial and industrial customers.

2. What collection services (i.e., solid waste, recycling, food waste, yard trash, etc.) are provided under the residential and/or commercial/multifamily franchises?

The franchisees have agreements for solid waste collection and must also adhere to the rules and guidelines contained in the City's Recycling Ordinance.

3. How many total accounts do you service?

- Refuse – 285,000 households
- Recycling – 285,000 households
- Yard Waste – 190,000 households

4. What is the breakdown of accounts (residential, commercial/multifamily)?

All residential except for approximately 22,000 multifamily. Most multifamily and small business collected by private haulers.

5. What is your total service area (acres or square miles)?

342.5 square miles

6. What is the total annual disposal tonnage processed?

418,500 in FY 2013

7. What is your current diversion rate?

68%

#### Customer Service

1. *Is the municipality or the service provider the first point of contact for customer service?*

We are the first contact for municipal service only, non-exclusive franchise providers have individual contracts with their customers

2. *How are customer service issues communicated to the service providers?*

We use a custom customer relations management software, work orders are sent electronically to our Collection Service Division

3. *What are the hours for your call center?*

Hours are from 06:30 to 17:00 Monday through Friday

4. *How do you handle 'after hour calls' if needed?*

There is a message system for after hour calls with an option to be forwarded to an emergency dispatch. There is an emergency callback list depending on the nature of the call.

5. *How many customer service representatives do you have in the department? How many of those are clerical support?*

We have 8 Public Information Clerks with 1 customer Service Supervisor. 1 Public Information clerk is 50% clerical/administrative

6. *How many calls does each customer service representative typically handle a day?*

Call volume varies between 60 and 125 calls per representative with an average of approximately 85 calls per representative.

7. *How many supervisors do you have?*

1

8. *What is the supervisor/representative ratio?*

1/8

9. *What types of issues can be addressed by the customer service representative and what types of issues need to be escalated?*

Typical calls such as missed service container repairs etc. are usually handled routinely, irate customers, and exceptions to policies can be escalated.

10. *Do you monitor customer service performance? If so, what is your current measure of performance?*

Measures that are monitored include equitable call distribution, random call monitoring and adherence to proper work order policies.

11. *Of the customer service requests how many are received via on email, voicemail and snail mail per day?*

We receive approximately 20 to 30 voicemail and online service request, 15 to 20 emails, and about 5 to 10 postal requests daily.

### **Franchise Operations**

1. *How do you handle field/haulers inspections? On staff/Consultants?*

N/A

2. *How many sites does each inspector need to visit – daily, weekly, monthly?*

N/A

3. *What is the inspection frequency of waste hauler operations?*

Franchisees are audited by our Revenue Audit Manager from our City Treasurer Office; each hauler gets audited every 3 years.

4. *How many environmental specialists are on staff? Industrial hygienists? Investigators? Other staff?*

None for Franchise Operations

### **Contract Management**

1. *How many resources do you have to manage the franchise agreements?*

(1) Full-Time Franchise Administrator, (1) Full-Time Sr. Account Clerk, (1) Full-Time Account Clerk

2. *What types of resources are these?*

3. *Which responsibilities have you given to your franchisee that you wished you could have kept in-house?*

None

## Financial

1. *Are you responsible for billing haulers for service?*

No

2. *If not, how is billing handled?*

Franchisees bill their own customers. The haulers pay franchise, AB 939, and Disposal (at the City Landfall) fees to the City of San Diego.

3. *What is the total gross revenue for solid waste disposal/collection?*

Fiscal Year 2013:

Franchise Fee Revenue = \$9.6 million (General Fund)

AB 939 Fee Revenue = \$6.5 million (Recycling Fund)

4. *How many accountants, accounting clerks, auditors, management analysts are on staff?*

(1) Full-Time Franchise Administrator, (1) Full-Time Sr. Account Clerk, (1) Full-Time Account Clerk, (1).

Revenue Auditor (works for City Treasurer Department) provides auditing services on a periodic basis, Code Enforcement staff provide enforcement services city wide, I have one point of contact to deal specifically with franchise issues as needed.

5. *Do you perform rate analysis? If so, how often is that done and how many people in your organization are supporting this function?*

N/A

## Other

1. *Who is responsible for report preparation, clean-up events preparation and event staffing?*

We have a Code Enforcement section that supports clean-up events.

2. *Do you handle any IT support? GIS Support?*

N/A

3. *Other Duties*

Special Projects

## Field Inspectors

1. *How many field inspectors do you currently have on staff?*

14 FTE: One position operates as the lead Franchise Code Officer (FCO), logging approximately 3/4 of his time to franchise enforcement. Nine other field staff log 2-3 hours per pay period of franchise patrols, passing on any noted violations to the FCO.

2. *What are the duties and types of work performed each day?*

Respond to complaints of, and actively patrol for, non-franchised haulers operating inside City limits; Noise complaints related to early collection; Encroachment violations; Dumpster conditions (excessive/vulgar graffiti, leaking, missing lids, severely damaged or broken); Uncovered loads. Duties include enforcement of the municipal codes and waste management regulations, related to franchise; issue Notices of Violation and misdemeanor citations to franchise and non-franchised haulers according to established guidelines. Actively monitor websites and perform other research to make notifications of franchise requirements under city codes to operate legally within city limits. Prepare case reports to city attorney for chronic or repeat violators. Document all complaints, contacts, violations and actions in the departments' database.

3. *How many work orders or stops per day does each inspector perform?*

Inspections average approximately 5-6 stops per day, (this includes patrols, looking for violations).

## **Contact for Benchmarking – San Jose**

### **Contact Information:**

Name: Kristina McCaffrey

Title: (in charge of commercial waste collection)

Phone and email: [Kristina.McCaffrey@sanjoseca.gov](mailto:Kristina.McCaffrey@sanjoseca.gov)

Name: Cecilia Rios

Title: (in charge of residential waste collection)

Phone and email: [Cecilia.Rios@sanjoseca.gov](mailto:Cecilia.Rios@sanjoseca.gov)

### **General Background**

1. *Do you have exclusive residential and/or commercial/multifamily franchises?*

200,000 single family, 100,000 multi-family, 6000-8000 commercial accounts handled by Republic

2. *What collection services (i.e., solid waste, recycling, food waste, yard trash, etc.) are provided under the residential and/or commercial/multifamily franchises?*

Exclusive commercial hauler –Republic, non-exclusive – residential – (includes – green, recyclers)

3. *How many total accounts do you service?*

See response above

4. *What is the breakdown of accounts (residential, commercial/multifamily)?*

5. *What is your total service area (acres or square miles)?*

180

6. *What is the total annual disposal tonnage processed?*

Overall disposal -535,851 covered, 706,708 w/o cover

7. *What is your current diversion rate?*

71%

### **Customer Service**

1. *What are the hours for your call center?*

8:00am to 5:00pm for city. Haulers have their own separate call centers.

2. *How do you handle 'after hour calls' if needed?*

Automated phone service

3. *How many customer service representatives do you have in the department?*

15 (Slowly reducing staff of 33, because billing will be transitioned from city responsibility on July 1. Bills will then be part of tax bills.)

4. *How many of those are clerical support?*

All of them

5. *How many calls does each customer service representative handle a day?*

While transitioning – 270 calls a day/ now About 50 calls per day.

6. *How many supervisors do you have?*

11 managers total. 5 of the supervisors manage the CSR's

7. *What is the supervisor/representative ratio?*

Now it is 1:3

8. *What types of issues can be addressed by the customer service representative and what types of issues need to be escalated?*

All types of issues are handled by CSRs. Email support and online chat are other service options for customers.

### **Franchise Operations**

1. *How do you handle field/haulers inspections?*

Local Enforcement Agency (LEA) handles, contract managers handles any inspections for commercial accounts that are done because issues can't be resolved – rarely inspected

2. *How many sites do each inspectors need to visit – daily, weekly, monthly? Time spent for inspections?*

For the residential -there are 3 inspectors that handle code inspections

3. *How many environmental specialists are on staff?*

N/A

4. *Industrial hygienists? Investigators?*

No

5. *Other staff?*

IT

### **Contract Management**

#### ***Who manages the franchise agreement?***

1. *How many resources do you have to manage the franchise agreements?*

2 contract managers per contract (8 total)

2. *What types of resources are these?*

Contract managers

3. *Which responsibilities have you given to your franchisee that you wished you could have kept in-house?*

### **Financial**

1. *Are you responsible for billing haulers for service?*

The city bills residential customers

2. *If not, how is billing handled?*

Haulers handle all commercial billing

3. *How many accountants, accounting clerks, auditors, management analysts are on staff?*

This is the first year so the total gross revenue is not collected yet – looking at bring in external support/consultants if needed.

4. *Do you perform rate analysis?*

Each year, the hauler sends in their rate to the city. Contract Managers are responsible for making sure bills are calculated correctly.

**Other**

1. *Who is responsible for report preparation, clean-up events preparation, and event staffing?*

2. *Do you have any IT support staff?*

Share support staff/ .5 (shared) resource for GIS

3. *Other Duties?*

8 contract manager, 2 supervisors, 1 program manager

**Field Inspectors**

1. *How many field inspectors do you currently have on staff?*

For the residential accounts –have 3 inspectors

2. *What are the duties and types of work performed each day?*

3. *How many work orders or stops per day does each inspector perform?*

**Santa Clara County**

A management level who is in charge of waste management (solid waste, trash collection, etc.)

**Contact Information:**

County of Santa Clara

Name: Lisa Rose

Title: Senior Management Analyst

Phone and email: 408-282-3166; [lisa.rose@aem.sccgov.org](mailto:lisa.rose@aem.sccgov.org)

**Needed information from agencies that have franchise agreements – (8 franchises)****Customer Service**

1. *What are the hours for your call center?*

Our Franchise Agreements require that customer service call centers are open from 8:00 a.m. – 4:30 p.m. Monday through Friday, excluding holidays.

2. *How do you handle ‘after hour calls’ if needed?*

Haulers are required to maintain an emergency line and have a representative available at all times to respond to calls; for non-emergency, constituents leave a name and number and the haulers’ customer service representative will return phone call is made the next day.

3. *How many customer service representatives do you have in the department?*

Franchisees do their own customer service – and depends on the agreement and how many other agreements they hold out of the same office.

4. *How many of those are clerical support?*

It depends on the hauler/franchisee

5. *How many calls does each customer service representative handle a day?*

Would need to ask each hauler/franchisee

6. *How many supervisors do you have?*

Franchisees typically have one Customer Service Supervisor

7. *What is the supervisor/representative ratio?*

Approximately 1:4 or 1:6

8. *What types of issues can be addressed by the customer service representative and what types of issues need to be escalated?*

Billing, non-collection trucks leaving litter on the road

### **Franchise Operations**

1. *How do you handle field/haulers inspections? On staff (in house)/Consultants.*

County Department of Environmental Health requires all refuse collection vehicles be registered, inspected and stickered every year. The haulers must complete forms and be inspected for health and safety considerations. Our entire LEA program is primarily funded by the fees for these inspections, in lieu of tipping fees. Only Integrated Waste and other agencies receive tipping fees. We usually go the fleet yards often unannounced. Violations are noted and corrections required.

2. *How many sites do each inspectors need to visit – daily, weekly, monthly?*

We have a staff of 6 that do these inspections, usually in teams of 2 or three. We get there at the end of the day around 2:30 and by 5:30, we can inspect and sticker 30 trucks, since they are all lined up. Reports and discussions follow. This occurs annually. Complaint inspections can occur at any time necessary. Some companies have 1 truck (roll-offs) and others over 30. We have 30 companies registered in our jurisdiction that does not include San Jose, but all other county and 10 other cities.

3. *How much time is spent on inspections?*

Inspections take about 10 to 15 minutes. We just started field inspections on tablets.

4. *How many environmental specialists are on staff?*

Like I said, our program is a staff of 6. This inspection is just one small piece of all the programs that we are the inspectors for. If you just had one person doing vehicle inspections, it would be about ¼ of a FTE staff to do inspections. The registration and paperwork take about the same time as the field inspections. We currently do not inspect the recycling vehicles.

5. *Industrial hygienists? Investigators?*

We are all REHS health inspectors.

6. *Other staff?*

Clerical support one person. Half time program manager.

### **Contract Management**

1. *How many resources do you have to manage the franchise agreements?*

4

2. *What types of resources are these?*

A portion of these positions has some role in the management of Franchise Agreements but not the sole responsibility of any one position. 1 RWRD manager, 1 senior management analyst, 2 management analysts in RWRD.

3. *Which responsibilities have you given to your franchisee that you wished you could have kept in-house?*

Perhaps outreach – but we have oversight now and also limited resources

### **Financial**

1. *Are you responsible for billing haulers for service?*

No

2. *If not, how is billing handled?*

Billing is handled by the hauler/franchisee.

3. *How many accountants, accounting clerks, auditors, management analysts are on staff?*

RWRD has 1 accountant, 1 manager, 1 senior management analyst and 2 management analysts (one vacancy)

4. *Do you perform rate analysis? If so, how often is that done and how many people in your organization are supporting this function?*

We currently do an annual rate adjustment for each Franchise Agreement which is done by one Management Analyst

### **Other**

1. *Who is responsible for report preparation, clean-up events preparation, and event staffing?*

RWRD staff work with hauler on clean-up events and review promotional materials before they are sent out to residents; RWRD provides staff at clean-up events, as does the hauler/franchisee.

2. *Do you handle any IT support?*

No.

3. *And GIS Support?*

GIS assists RWRD with developing garbage district maps.

4. *Other Duties*

## **Benchmarking Questions – Stockton**

### **General Background**

1. *Do you have exclusive residential and/or commercial/multifamily franchises?*

Yes, two haulers

2. *What collection services (i.e., solid waste, recycling, food waste, yard trash, etc.) are provided under the residential and/or commercial/multifamily franchises?*

Solid waste, recycling, and yard waste

3. *How many total accounts do you service?*

75,829

4. *What is the breakdown of accounts (residential, commercial/multifamily)?*

72,567 residential; 3,262 commercial

5. *What is your total service area (acres or square miles)?*

62 square miles



6. *What is the total annual disposal tonnage processed?*

7. *What is your current diversion rate?*

70%

### **Customer Service**

1. *Is the municipality or the service provider the first point of contact for customer service?*

Both. The city & hauler does customer service for residential; Commercial customer service is entirely franchise responsibility.

2. *How are customer service issues communicated to the service providers?*

3. *What are the hours for your call center?*

– 8:00AM-5:00PM

4. *How do you handle 'after hour calls' if needed?*

5. *How many customer service representatives do you have in the department? How many of those are clerical support?*

– 6; 1 CSRs are also responsible for billing.

6. *How many calls does each customer service representative typically handle a day?*

– Not sure

7. *How many supervisors do you have?*

– 2

8. *What is the supervisor/representative ratio?*

– 2:6

9. *What types of issues can be addressed by the customer service representative and what types of issues need to be escalated?*

All can be reported. Supervisor escalates to haulers

10. *Do you monitor customer service performance? If so, what is your current measure of performance?*

Unsure

11. *Of the customer service requests how many are received via on email, voicemail and snail mail per day?*

Unsure

### **Franchise Operations**

1. *How do you handle field/haulers inspections?*

On staff/Consultants? As needed. Code Enforcement team has some responsibility for solid waste, and also does building inspections.

2. *How many sites does each inspector need to visit – daily, weekly, monthly?*

No requirement

3. *What is the inspection frequency of waste hauler operations?*

Annual

4. *How many environmental specialists are on staff? Industrial hygienists? Investigators? Other staff?*

5 Code Enforcement

### **Contract Management**

1. *How many resources do you have to manage the franchise agreements?*

2. *What types of resources are these?*

3. *Which responsibilities have you given to your franchisee that you wished you could have kept in-house?*

### **Financial**

1. *Are you responsible for billing haulers for service?*

City bills customers on behalf of haulers for residential. Haulers get money from rate payer. City sends out bills, then the city transfers money owed to haulers. Takes out franchise fee before giving them money.

2. *If not, how is billing handled?*

CSRs handle billing. City bills residential, takes out franchise fee before wiring money to hauler. The city's franchise has been in place for 10 years, so the operation runs smoothly today.

3. *What is the total gross revenue for solid waste disposal/collection?*

4. *How many accountants, accounting clerks, auditors, management analysts are on staff?*

5. *Do you perform rate analysis? If so, how often is that done and how many people in your organization are supporting this function?*

15-year term: 50% of CPI- built into the contract so the board doesn't need to review/vote this every year. (Highly encouraged from Stockton.) The city determines the rate.

### **Other**

1. *Who is responsible for report preparation, clean-up events preparation and event staffing?*

2. *Do you handle any IT support? GIS Support?*

3. *Other Duties*

### **Field Inspectors**

1. *How many field inspectors do you currently have on staff?*

Has code enforcement team, some responsibility for solid waste. 4-6, but also do building inspections.

2. *What are the duties and types of work performed each day?*

Respond to calls as needed.

3. *How many work orders or stops per day does each inspector perform?*

Unsure

## **Contact for Benchmarking – Vancouver, WA**

A management level who is in charge of waste management (solid waste, trash collection, etc.)

### **Contact Information:**

Name: Tanya Gray

Title:

Phone and email: 360-619-4123

[Tanya.Gray@cityofvancouver.us](mailto:Tanya.Gray@cityofvancouver.us)

### **General Background**

1. *Do you have exclusive residential and/or commercial/multifamily franchises?*

1 exclusive franchise hauler

2. *What collection services (i.e., solid waste, recycling, food waste, yard trash, etc.) are provided under the residential and/or commercial/multifamily franchises?*

Solid waste and recycling

3. *How many total accounts do you service?*

44,450

4. *What is the breakdown of accounts (residential, commercial/multifamily)?*

41,000 residential accounts; 2,500 commercial accounts; 450 multifamily complexes containing 24,500 units; and roughly 500 roll off/drop box customers each month

5. *What is your total service area (acres or square miles)?*

6. *What is the total annual disposal tonnage processed?*

7. *What is your current diversion rate?*

65% in 2012

### **Customer Service**

1. *What are the hours for your call center?*

Waste Connections maintains a customer service call center with 31 employees. This call center provides services for all of Clark County, which includes the City of Vancouver.

2. *How do you handle 'after hour calls' if needed?*

Specifically related to garbage and recycling, we have a subscription with Recollect to provide a widget that will link a customer's address to their service level so they can have online access to their collection schedule, download the schedule to their calendar, and subscribe to a reminder service if they wish. This service is \$13,000 per year and costs are shared between Clark County, City of Vancouver, the hauling company and the transfer/processing company – Waste Connections. It serves all customers in Clark County.

3. *How many customer service representatives do you have in the department?*

31

4. *How many of those are clerical support?*

5. *How many calls does each customer service representative handle a day?*

6. *How many supervisors do you have?*

7. *What is the supervisor/representative ratio?*

8. *What types of issues can be addressed by the customer service representative and what types of issues need to be escalated?*

### **Franchise Operations**

1. *How do you handle field/haulers inspections?*

We have four Code Compliance officers in the City of Vancouver. They enforce the solid waste code along with all other code issues.

2. *How many sites do each inspectors need to visit – daily, weekly, monthly? Time spent for inspections?*

3. *How many environmental specialists are on staff?*

4. *Industrial hygienists? Investigators?*

5. *Other staff?*

### **Contract Management**

#### ***Who manages the franchise agreement?***

1. *How many resources do you have to manage the franchise agreements?*

2. *What types of resources are these?*

3. *Which responsibilities have you given to your franchisee that you wished you could have kept in-house?*

### **Financial**

1. *Are you responsible for billing haulers for service?*

2. *If not, how is billing handled?*

3. *How many accountants, accounting clerks, auditors, management analysts are on staff?*

Regarding accountants, auditors, etcetera, these costs are included in the city-wide allocation plan.

4. *Do you perform rate analysis?*

#### **Other**

1. *Who is responsible for report preparation, clean-up events preparation, and event staffing?*

2. *Do you have any IT support staff?*

3. *Other Duties?*

The County GIS services tracks collection day schedules in the parcel information.

4. *Diversion information:*

- Clark County calculates the regional recycling/diversion rate. The most recent calculations indicate Clark County's recycling rate for 2012 is 44% and the diversion rate is 65%.
- In the city of Vancouver, there are roughly 41,000 residential accounts; 2,500 commercial accounts; 450 multifamily complexes containing 24,500 units; and roughly 500 roll off/drop box customers each month.