



# DEPARTMENT OF SOLID WASTE MANAGEMENT BUSINESS PLAN

**Fiscal Years: 2020 and 2021**

(10/1/2019 through 9/30/2021)

Approved by:

  
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2/20/20  
Date

2/21/2020  
Date

Plan Date: February 18, 2020

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## DEPARTMENT OVERVIEW

The Department of Solid Waste Management (DSWM) has served the community for 60 years, beginning with its establishment as a collections entity in 1959 and ultimately merging with the disposal arm originally managed by the Public Works Department. Today, the DSWM is the largest government owned and operated waste collection and disposal system in the southeastern United States, serving a county population of approximately 2.7 million residents and a geographic area of over 300 square miles. The DSWM has significant responsibility for overseeing the management of waste and recyclables generated within County borders in an environmentally responsible manner. Over 1,100 employees, including drivers, collectors, engineers, code enforcement officers, environmental compliance staff and other professional and technical employees, work together to accomplish the Department's mission. In addition to the traditional tasks of waste collection and disposal, the Department oversees mosquito control countywide.

### Department Mission

The mission of the Miami-Dade County Department of Solid Waste Management (DSWM) is to provide our customers with exceptional waste collection, recycling, disposal and mosquito control services that protect, preserve, and improve our environment and the quality of life in our community.

### Major Duties, Services and Programs:

The DSWM's major duties, services and programs currently provided are as follows:

#### County-wide Services

- **Transfer:** Operate three waste transfer facilities (the Northeast, West, and Central Transfer Stations) to minimize travel distance and transport time, reduce traffic congestion and better enable the County to meet its waste delivery obligations
- **Disposal:** Operate three waste disposal facilities located in the north, central and south regions of the county (North Dade Landfill, Resources Recovery Ashfill and South Dade Landfill)
- **Mosquito Control:** Provide integrated mosquito prevention, control, education and outreach
- **Permits:** Issue permits to landscapers, tire generators, and waste haulers

#### Neighborhood Services

- **Collection and Disposal:** Provide waste collection and disposal services to over 340,000 residential households in the Waste Collection Service Area (WCSA), which includes residents of the Unincorporated Municipal Service Area and nine municipalities

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- **Recycling:** Provide single-stream residential curbside recycling service to nearly 350,000 households in the WCSA and nine municipalities serviced through interlocal agreements
- **Drop-Off Centers:** Manage and operate 13 Trash and Recycling Centers (TRCs) located throughout the WCSA
- **Enforcement:** Enforce Miami-Dade County Code regulations that promote clean, safe and attractive neighborhoods and encourage recycling
- **Bulky:** Provide two bulky waste pick-ups each year scheduled at the customer's convenience
- **Debris:** Oversee debris removal within the WCSA following emergencies such as storms and hurricanes.

### Environmental Protection

- **Energy-from-Waste (EfW):** Oversee operation of the Resources Recovery Facility (RRF), which accepts approximately 70% of all the waste handled by the DSWM system-wide. The volume of the incoming waste accepted at the RRF is reduced by over 90% through the following processes:
  - o Recovery of metals for recycling
  - o Conversion of waste to refuse-derived fuel that is then used to generate electricity for on-site consumption and export to the power grid
- **Home Chemical:** Operate two household chemical and electronic waste collection centers that are designed to divert hazardous materials from the residential waste stream and prevent groundwater contamination
- **Litter:** Conduct litter clean-up, bus stop and hot spot programs targeting popular illegal dumping sites
- **Regulatory Compliance:** Maintain environmental compliance with federal, state and local waste-related regulations, including post-closure care of municipal or county landfills
- **Landfill Remediation:** Protect groundwater by funding and overseeing remediation of inactive landfills
- **Landfill Gas:** Protect air quality by capturing and burning methane, a powerful Greenhouse gas that is converted to a less potent form through flaring





- **Education and Outreach:** Provide a robust education and outreach program to raise residents' awareness of residents' proper use of their waste services, litter and illegal dumping prevention efforts, proper home chemical management, and guidelines designed to avoid contamination of recyclables and increase recycling program participation. Participate in WE+LAB (Water and Energy Learning and Behavior) workshops that teach residents about water and energy conservation, recycling and pollution prevention. Additionally, the department is responsible for comprehensive education and outreach for countywide mosquito control services, providing residents with information needed to prevent mosquito breeding and to protect themselves from mosquito bites and associated mosquito-borne viruses
- **Wetlands:** Create, restore, and maintain coastal and freshwater wetlands that provide habitat for native plants and a variety of wildlife at the Resources Recovery Facility, 58<sup>th</sup> Street, South Dade, and Old South Dade Landfills

### **Our Customers**

The Department's key customers and/or market segments are County and municipal residents within the WCSA, private solid waste haulers, municipal waste collection operations, commercial establishments, and other County departments. Our customers demand and receive effective, efficient, courteous, and consistent service.

### **Customers Served**

#### **External customers include:**

- **County Residents:** All residents of Miami-Dade County, who benefit from mosquito prevention, control, education and outreach services
- **Waste Collection Service Area:** Households within the Waste Collection Service Area, which includes the unincorporated area and the following nine municipalities: Aventura, Doral, Miami Gardens, Sunny Isles Beach, Cutler Bay, Miami Lakes, Opa-locka, Palmetto Bay and Pinecrest; commercial and multi-family account holders in the Solid Waste Collection Service Area
- **Cities:** The following nine municipalities with interlocal recycling agreements: El Portal, Florida City, Medley, Miami Beach, Miami Springs, North Bay Village, South Miami, Virginia Gardens, and West Miami
- **Permitted Businesses:** Businesses that are issued general, landscaping, or waste tire permits by the DSWM
- **Community Stakeholders:** Community stakeholders such as homeowner associations, civic groups, and schools.



- **Haulers:** Private solid waste haulers operating throughout the County that make deliveries to DSWM disposal facilities
- **Peer Agencies:** Other city and county governments across the country that exchange comparative operational and financial data with the Department for research and analysis projects

**Internal customers** include County elected officials/policy makers and other County departments that receive DSWM service

### Customer Trends

The DSWM's authority to provide waste collection and recycling services is established in the Miami-Dade County Code. In order to provide these services, DSWM must construct or maintain an extensive infrastructure, which requires major capital investment and includes, associated debt service. Such debt service will be incurred regardless of tonnage intake. Therefore, conservation of the System customer base is crucial. There are indications of a consistent, gradual increase in customer demand for waste collection and disposal services.

### Customer Feedback

In the DSWM, customer feedback is direct and immediate. Customer feedback is received in the form of phone calls, e-mails, customer surveys following completion of bulky waste and green waste cart service requests as well as online-service requests gathered through the County's 311 Contact Center, website and telephone apps, as well as direct letters, e-mails, calls and requests. Garbage, bulky waste and recycling collection service complaints are measured on the DSWM scorecard in Active Strategy Enterprise (ASE). Direct and immediate feedback enables management to identify problems and act quickly to effectively address and improve performance.





	<p><u>OFFICE OF THE DIRECTOR</u></p> <p>Formulates departmental policy, implements County policy and provides overall direction and coordination of departmental operations and management</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>6</td><td>6</td></tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	6	6
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	<p><u>COLLECTION OPERATIONS</u></p> <p>Provides residential and commercial garbage and trash collection; operates the neighborhood Trash and Recycling Centers; and provides bulky waste pick-ups and illegal dumping removal</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>584</td><td>581</td></tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	584	581
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	<p><u>DISPOSAL OPERATIONS</u></p> <p>Disposes of all waste that enters the system and maintains disposal capacity; manages three regional transfer stations, the North and South Dade Landfills and the Resources Recovery ashfill; enforces solid waste regulations</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>298</td><td>301</td></tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	298	301
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	<p><u>ENVIRONMENTAL AND TECHNICAL SERVICES</u></p> <p>Maintains capital waste management infrastructure, oversees landfill environmental compliance and administers fleet maintenance and resource recovery activities</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>45</td><td>45</td></tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	45	45
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	<p><u>ADMINISTRATION</u></p> <p>Implements departmental policy and provides overall direction on personnel, finance, budget, intergovernmental affairs, planning, procurement, information systems, media relations, outreach and customer service department-wide; administers the curbside recycling program</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>104</td><td>104</td></tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	104	104
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	<p><u>MOSQUITO CONTROL AND HABITAT MANAGEMENT</u></p> <p>Provides the full range of Mosquito Control activities countywide, including public outreach activities, mosquito population surveillance and inspection and institution of standard protocol abatement measures in response to referrals from the Department of Health of suspected cases of mosquito borne diseases within the County</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>59</td><td>59</td></tr> </table>	<u>FY 18-19</u>	<u>FY 19-20</u>	59	59
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The FY 2019-20 total number of full-time equivalent positions is 1,108.25





### **Strategic Alignment Summary**

The DSWM supports the following strategic goals and outcomes through the delivery of its integrated waste management collection, recycling, disposal programs and mosquito control. In addition, the DSWM supports other plan goals and objectives by utilizing technology, administering various programs and adhering to established policies and procedures.

- **Effective Infrastructure Services (NI2)**
  - Provide adequate solid waste disposal capacity that meets adopted level-of service standard **NI2-3**
- **Protected and Restored Environmental Resources (NI3)**
  - Maintain air quality **NI3-1**
  - Protect groundwater and drinking water wellfield areas **NI3-3**
  - Preserve and enhance natural areas **NI3-6**
- **Safe, Healthy and Attractive Neighborhoods and Communities (NI4)**
  - Promote livable and beautiful neighborhoods **NI4-2**

#### **Effective Emergency and Disaster Management (PS3)**

- Identify and protect critical infrastructure to ensure continuity of operations **PS3-1**
- **Excellent, Engaged Workforce (GG2)**
  - Attract and hire new talent **GG2-1**
  - Develop and retain excellent employees and leaders **GG2-2**
  - Ensure an inclusive workforce that reflects diversity **GG2-3**
- **Efficient and Effective Service Delivery through Technology (GG3)**
  - Ensure available and reliable systems **GG3-1**
  - Effectively deploy technology solutions **GG3-2**
- **Effective Management Practices (GG4)**
  - Effectively allocate and utilize resources to meet current and future operating and capital needs **GG4-2**
- **Green Government (GG6)**
  - Reduce County government's greenhouse gas emissions and resource consumption **GG6-1**

**Alignment of Selected Scorecard Measures to Resilience**

<i>Scorecard Measures</i>	<i>Resilience Driver (Choose one from the list below)</i>
<i>Number of Public Notices Generated</i>	<i>LS2: Empower a Broad Range of Stakeholders</i>
<i>Number of Media Relations Activities</i>	<i>LS2: Empower a Broad Range of Stakeholders</i>
<i>Percentage of Automated and Manual Garbage Routes completed on time</i>	<i>HW1: Meets Basic Needs</i>
<i>Resilience Drivers:</i> LS1: Promote Leadership and Effective Management LS2: Empower a Broad Range of Stakeholders LS3: Foster Long-Term and Integrated Planning HW1: Meets Basic Needs HW2: Supports Livelihoods and Employment HW3: Ensures Public Health Services ES1: Promote Cohesive and Engaged Communities ES2: Ensure Social Stability, Security, and Justice ES3: Foster Economic Prosperity IE1: Provide and Enhances Protective Natural and Man-Made Assets IE2: Ensure Continuity of Critical Services IE3: Provide Reliable Communication and Mobility	



## KEY ISSUES

### Departmental Issues

**Financial Stability:** The DSWM must maintain financial stability in order to both meet its service delivery obligations and assure a stable bond rating outlook for its credit profile. Negative bond rating pressure can be prevented by continuing to sustain adequate debt service coverage levels and strong liquidity. This will enable the department to maintain financial stability and ensure favorable rates when issuing future bonds.

Between 2006 and 2016, the residential solid waste collection fee remained constant, at \$439 per household. In September 2017, the BCC approved a residential waste collection fee increase of \$25, from \$439 to \$464 per household, which included \$19 per household to cover the cost of basic services and an additional \$6 per household to combat illegal dumping. In September 2019, the BCC approved an additional \$20 increase, bringing the FY 2019-20 fee to \$484 per year, in order to absorb inflationary operating costs and the estimated costs of collective bargaining negotiations. Unfortunately, due to the impact of Hurricane Irma, which struck Miami-Dade County in September of 2017, the DSWM anticipates unreimbursed expenses of approximately \$16M between its two funds. To date, the DSWM has recovered roughly \$101 million from the Federal Emergency Management Agency (FEMA), through the Florida Division of Emergency Management (FDEM). We continue working with both FEMA and FDEM on additional reimbursements, potentially totaling \$43 million.

**Purchase of Land:** The DSWM purchased a 10-acre parcel of vacant land located immediately south of the Resources Recovery Facility (RRF) that provides a buffer zone, which will help to prevent residential development encroachment. The Department continues to assess the availability of property west of RRF, east of the North Dade Landfill and west of the South Dade Landfill.

**Additional Waste Disposal Capacity:** Cell 4 at the South Dade Landfill is nearing the end of its available capacity. Cell 5 has a design capacity of 4,400,000 tons and is ready for waste acceptance once Cell 4 reaches capacity. For the DSWM's system to be self-reliant, there must be a pursuit of vertical landfill expansions and continuity of contracts with third party entities to secure additional disposal capacity.

**Energy-from-Waste:** The DSWM has an Operations and Management (O&M) agreement in effect with Covanta Dade Renewable Energy, LLC for the operation of the County's Resources Recovery Facility that is up for option-to-renew (OTR) in 2023 with three more OTRs through 2043, if desired. The Department has begun to focus on the renewal of this agreement and policy decisions regarding energy-from-waste. Construction of a future mass burn facility is also being analyzed.



**Mosquito Control Funding:** The 60-year old Mosquito Control Building requires replacement in order to provide adequate work space for staff and incorporate a testing laboratory and implement modern environmental controls. A new proposed facility would feature employee amenities including an emergency shower station, maintenance shop, lab, chemical and trap storage, and a battery charging station. Replacement of the Mosquito Control Facility will allow Miami-Dade County to more effectively control the mosquito population and prevent the spread of diseases, including the Zika and Dengue viruses. The DSWM is working closely with the Office of Management and Budget to identify funding for this \$5,000,000 project.

### *Changes in Business Environment*

**Disposal Services:** The Solid Waste Management System (System) operates within a competitive environment, in that private firms provide the same or similar services. To ensure that the System remains financially stable and the County's waste delivery obligations are met, the Department utilizes several means to control the flow of waste into the System. First, the Department collects waste directly from approximately 340,000 households. Second, the Department enters into long-term waste disposal agreements with municipalities, private waste disposal companies and private waste haulers at predictable rates. Finally, the Department enforces Resource Recovery and Management Facility regulations that preserve the County's ability to meet financial obligations, as well as provisions in Solid Waste System Bond documents that authorize the County to disapprove the construction, acquisition or operation of private solid waste disposal facilities that may compete with the System or adversely affect operating revenues.

**Privatization:** As stated under Disposal Services above, private firms provide the same or similar waste collection and disposal services as the DSWM. One of the issues faced by the Department involves municipalities with County waste disposal agreements privatizing their waste collection services. Privatization can limit the Department's ability to monitor a Contract City's compliance with their waste delivery obligation to the County, because Contract City waste is comingled with waste from other entities serviced by the private hauler. To minimize any potential tonnage decreases resulting from such municipal collection privatizations all prospective hauler agreements require contract city tons to be reported separately in order to ensure that Contract Cities are meeting the terms and conditions of their waste disposal interlocal agreements.

**Collections Operation:** The Department is evaluating bulky waste pick-ups, Trash and Recycling Centers and other collection service models to address community demands and better align Departmental operations with industry standards. In early 2018, the

DSWM increased the amount of construction and demolition (C&D) debris accepted at TRCs from one cubic yard to three cubic yards. Impacts of the increased uptake of C&D is being monitored in order to gauge a potential increase in service demands and the need for additional capacity to accept larger quantities of C&D at many of the smaller facilities.

While the Department's satisfaction rating for customer service remains high and the complaint rate continues to remain low, feedback has been received from various stakeholders requesting more user- friendly services. The Department is exploring several collection system improvements that may require code changes and educational campaigns prior to implementation. These include:

- Expansion of the residential used oil collection program to provide convenient drop-off locations for customers to bring their used motor oil for recycling, from the current three TRCs to six (6) locations and expect to have the infrastructure in place by March 2021
- Expansion of the home chemical program at TRCs that contain adequate space and meet the environmental requirements
- Appointment based bulky pick-ups (limited to 450 stops/day) will allow requests to be routed and picked up within 24 hours yielding a faster response time while minimizing the length of time trash is set out at the curbside
- Development of partnerships with non-profit organizations that are interested in picking up used appliances and electronics from TRCs

**Illegal Dumping:** The BCC established an Illegal Dumping Task Force charged with analyzing the impacts of illegal dumping, relevant laws and regulations, contributing factors, and formulating recommendations. The Task Force report, which was finalized in October 2018, includes several recommendations that, if implemented, would impact the way the DSWM conducts business. These recommendations are designed to provide potential illegal dumpers with a more convenient, legal disposal method, and include the following:

- Implement an access card system for non DSWM customers that would allow fee-based utilization of TRCs
- Expand or modify hours at existing TRCs, based on observed traffic patterns, and add new facilities
- Require bulky waste service and a designated area for bulky waste containers at multi-family establishments



- Examine the feasibility of conducting bulky waste sweeps in lieu of the current on-call system

The Department is currently analyzing the above recommendations.

A "Dirty Crimes Carry Fines" education and outreach campaign, instituted by the DSMW, is advertised throughout the community via billboards, newspaper, bus, online, social media and radio advertising. The campaign promotes and encourages residents of the County to report illegal dumping by calling 311 or using the 311Direct or DSWM apps, which are mobile telephone applications that enable users or residents and visitors of Miami-Dade County to report neighborhood problems and code violations to the 311 Contact Center. Illegal dumping will remain a high priority for the DSWM. Aggressive public awareness and outreach activities will continue in support of illegal dumping prevention, and the work of the DSWM illegal dumping crews will help contribute to improved aesthetics in Miami-Dade County.

**Energy Sales Revenues:** Energy sales that come from the Department's Energy-from-Waste (EfW) facility have steadily declined since 2013 as a result of the expiration of the Power Purchase Agreement (PPA) with Progressive Energy Florida, now Duke Energy. The County has not been able to secure another single large-scale PPA, but up to 40 MW are marketed by an energy broker. A 12-year power purchase agreement with Homestead Energy Services for 15 megawatts (about 30% of the excess power) has been secured and became effective in the summer of 2017. The Department continues to pursue other energy revenue opportunities, including submitting proposals to Reedy Creek and Mt. Dora for the sale of power. Other potential opportunities (i.e. self-wheeling) may require legislative or administrative changes at the State level. Simultaneously, with the expiration of the PPA and the completion of the payback for the bonds, there was no net benefit or loss.

#### Achievement of Milestones

- Before the end of FY 2019-20, the DSWM anticipates having received well over \$120 million in FEMA reimbursements for debris cleanup and repairs associated with Hurricane Irma (September 2017).
- In anticipation of the potential landfall of Hurricane Dorian (August 2019) and associated Category 5 winds, the Department of Solid Waste Management worked in high-gear to remove existing trash piles from the curbsides of households throughout the department's 320 square-mile service area. Crews worked daily to remove bulky trash piles, clearing more than 2,000 piles in a matter of days. Luckily, Miami-Dade County was spared the wrath of Hurricane Dorian.



- The Department will receive twenty-nine (29) new automated, side-loading garbage trucks between December 2019 and February 2020 to replace vehicles that had reached the end of their useful service life. This automated fleet replacement program provides waste truck drivers with the latest equipment and customers with more efficient service. In addition to the twenty-nine (29) automated side loaders, the DSWM will have another busy year with the arrival of twenty-seven (27) truck tractors, over twenty-four (24) cranes, trash trucks, roll-offs and forty-three (43) light vehicles. Among the benefits of having new equipment are lower repair and maintenance costs.
- The Department of Solid Waste Management completed the construction of the fifth cell at the South Dade Landfill. This cell will provide an additional 4.4 million tons of capacity for the community's future solid waste disposal needs.
- South Dade Home Chemical Collection Center Administration building completed
- The Department of Solid Waste Management's County Mosquito Control and Habitat Management Division will purchase a mobile in-house laboratory and associated equipment that will enable the department to test for emerging diseases and expand the testing program geographically and biologically. This new laboratory will further enhance Mosquito Control's ability to study mosquito species and combat mosquito-borne illnesses.

### Opportunities

In order to increase efficiency and maintain levels of service, the DSWM will continue to evaluate all possible opportunities that provide a net benefit to its operations, including the use of private contractors. Some potential opportunities currently in process and/or under consideration are as follows:

**Electric Garbage Truck:** The Department currently has a heavy fleet of garbage vehicles that utilize diesel fuel. Staff has been researching and learning more about the evolving technology in the refuse industry. There have been discussions with various companies (i.e. Lion Electric, Mack, Boivin Bodes, Build Your Dream, Peterbilt and Freightliner) who are involved with this new technology. Electric vehicles are now being introduced and will eventually be phased into heavy fleet. The DSWM has an interest in the electric garbage truck. Currently, this very new technology has driving ranges that do not meet operational needs. However, as this technology continues to evolve, the Department would like to test its capabilities and has been seeking funding opportunities to support this effort. This rapidly improving technology will be generating zero emissions, reducing operating noise, eliminating fuel leaks during transport, thus providing residents with a far more environmentally friendly truck. In addition, since the DSWM produces electricity at its Resources Recovery Facility, an Energy-from-Waste (EfW) plant, the



electric garbage vehicle could ultimately be fueled by the very garbage it collects. The electric charging station could be placed at this facility allowing DSWM to charge its own vehicles, and as the technology improves, the DSWM could transition the fleet in phases, towards a zero emission and environmentally friendly fleet of automated side loading garbage trucks.

**Solid Waste Master Plan Update:** In FY18-19 the DSWM and HDR Engineering Inc., the original consultant that worked on the 2014 Solid Waste Management Master Plan, began the process of updating the master plan. This effort has included the provision of updated projections concerning both County waste generation and waste disposal capacity, an assessment of existing County waste management infrastructure (including landfills, transfer stations and collection operations), and an evaluation of waste disposal technologies for future consideration with the objective of providing a foundation for the development of new infrastructure to address the County's needs over the next 10 years. The update is expected to be complete in FY19-20.

**Infrastructure Assessment:** Conducting a comprehensive survey of Departmental infrastructure needs will determine future requirements for transfer stations, landfills, and supporting facilities. Anticipated future requirements will be based on tonnage projections, geographic area for more efficient routing and electric charging infrastructure.

**Ash Re-Use:** The beneficial use of ash would significantly reduce the need for ash landfill capacity and the hauling of ash offsite for disposal in the future. In 2016, the University of Florida Hinkley Center entered into a Research Service Agreement with the DSWM, on the Study of Bottom Ash from the County's RRF, as a Substitute for Coal Ash in the Production of Cement. The Department and Covanta have been working collaboratively and Covanta partnered with Titan Pennsuco, a cement manufacturer, for this study. The report concluded that substituting the bottom ash with coal ash in the production of cement was suitable. Once the project is finalized, the DSWM may annually reuse a significant portion of ash that is produced at the RRF. Another benefit would include a positive contribution to meeting State adopted recycling goals. The project is still ongoing as further Departmental analysis is completed and approvals from the FDEP are provided.

**Safety Measures:** Municipal solid waste workers have a risk of occupational injuries that is much higher than that for the general workforce. The Department strives to minimize accidents and will continue implementation and/or initiate implementation of the following Safety initiatives:



- In-house comprehensive 4-Hour Defensive Driving Training Course for Professional Truck Drivers conducted on a monthly basis that began in October, 2019
- FDOT refresher drug/alcohol training for CDL holders
- Supervisory Training for proper investigation and reporting of vehicle collisions and property damage incidents
- Continued enhancement of the Human Resources Management System (HRMS) Safety Module to improve reporting capability for the Human Resources Division Safety Section with regard to employee injury, vehicle collisions and property damage
- Implementation of an annual Departmental Employee Rewards and Recognition Program for outstanding performance and safety practices, to include recognition of employees within the various operational Divisions on a quarterly basis, to begin in FY19-20
- Development and Implementation of a Department Wide "Get Home Safe" Safety Campaign which will include each employee taking a DSWM "Safety Pledge" FY19-20

### Obstacles

The DSWM continues to overcome some operational and capital challenges in order to continue to deliver quality levels of services efficiently and effectively. Some of them include:

**Staffing:** The DSWM continues to evaluate staffing needs and realign resources to best address needs and reduce staffing shortfalls within operations. A large percentage of the current DSWM workforce, critical staff with specific technical expertise and management experience, are close to retirement. Departure of senior staff in key areas of operations and administration, and the associated loss of institutional knowledge, continue to impact continuity of operations. Department activities have been significantly affected by position eliminations or retirements, which have led to an immediate knowledge deficit in key areas. The DSWM tracks pending retirements of critical positions to project and plan for the replacement of employees through recruitment planning. However, when timely replacements are not available due to a lack of qualified and trained employees suitable for promotion, the Department incurs overtime costs. The Department continues to evaluate means to retain its workforce and prepare for retirements by developing innovative programs and automating HR Systems to track, monitor and analyze employee data. Other departmental efforts





include training and monitoring the workforce to ensure that the skill sets necessary for the continuity of operations are maintained.

**Recyclable Materials Markets:** The County's recycling program is dependent on healthy markets for the collected recyclable materials. Robust markets create demand for recyclable materials and economic growth through high paying jobs. These markets are commodity driven and subject to the ebb and flow of market demands. Over the past few years, this demand has been negatively impacted by increased supply, and a decrease in end markets for collected materials. Most notably, the export market for recyclables has slowed substantially as China has virtually closed off many of its previously vibrant markets, in large part due to contamination of recyclables shipped from overseas sources. The Department has instituted recycling enforcement sweeps and an educational campaign in an effort to reduce contamination of recyclables.

**Aging Facilities:** The DSWM needs to ensure future viability of aging infrastructure, including equipment and facilities. Most of the Department's facilities are over 40 years old and therefore require upgrades and/or modifications to improve operations and extend their useful life. Of particular concern is the Mosquito Control facility, which requires replacement to accommodate a major reorganization and expansion of the division. A new facility will include modern laboratories, a safe and clean (hands-free) chemical mixing and loading plant, a separate pesticide storage building and insect rearing capability, as well showers/locker rooms to help mosquito control staff minimize the possibility of insecticide contamination by quickly cleaning and removing the chemical substance from the body.

**Aging Equipment:** The Department has Multi-Year Fleet and Capital Plans in place to address the aging fleet issues. The Department needs modernization/replacement of heavy fleet in the Collections and Disposal Operations. Vehicle purchases are in accordance with the Department's 10-Year Fleet Replacement Plan and is being funded through lease financing.

**Electric Power Purchase Agreement (PPA):** The PPA with Progress Energy Florida (PEF), now Duke, expired November 30, 2013 and the DSWM and the Resources Recovery Facility (RRF) Operator were unable to secure a replacement. Therefore, the Department began selling power to Florida Power Light and Duke on an "As-Available" basis starting December 1, 2013. The As-Available rate is the lowest rate, which is anticipated to be approximately \$25 per megawatt hour, about 70% less than the prior \$85 per megawatt hour PPA rate with PEF. The DSWM is seeking out and responding to RFPs for energy sales throughout the state, in order to find the best long-term value for the County. As a result of responding to one such RFP, the County was awarded a 12-year power purchase agreement with Homestead Energy Services for 15



megawatts, beginning in the summer of 2017. The County is currently marketing power through a specialty company, Rainbow Energy Marketing, to obtain very short term (spot market type compensation) for the energy, in addition to sending power to the highest "As Available" offer.

**Weakness in the Energy Market:** In August 2018, Covanta advised the Department that their Biomass Fuel Supply Agreement with Wheelabrator was going to terminate effective December 2018. Since that time, Covanta has not been successful in finding a replacement outlet for the sale of biomass fuel from the RRF due to lower energy prices. The lack of outlets for biomass has resulted in additional trash being placed in County and privately-owned landfills reducing remaining disposal capacity.

### Legislative Changes/Mandates

Legislative changes that can potentially affect the operations of the Department include:

**Recycling Goal:** The DSWM opposes any efforts to revise existing Florida statutes or adopt new legislation that diminishes the ability of Florida counties to count the production of renewable energy toward achievement of the long-term recycling goal of 75% by 2020. Under existing Florida Statutes, the DSWM can count Energy-from-Waste production, Landfill Gas Utilization (methane gas converted to energy), materials collected in its single stream recycling programs, as well as other recycling programs, toward the long-term recycling goal. Any changes to the Florida Statutes that disallow inclusion of renewable energy towards achievement of the goal will have an adverse impact on the DSWM and the County meeting the recycling goal. By the year 2020, the long-term goal for recycling efforts of state and local governmental entities, private companies and organizations, and the general public is to recycle at least 75% of municipal solid waste by 2020. The Florida Department of Environmental Protection's Solid Waste Annual Report reflects that the overall State recycling rate for 2018 was 49%. Miami-Dade County achieved a recycling rate of 24%. The DSWM will continue to monitor this legislation and enhance Miami-Dade County's efforts to meet the 2020 75% recycling goal.

**Recycling Contamination:** The DSWM opposes proposed legislative changes similar to SB326 and HB73, Environmental Regulation, providing that a residential recycling collector or recovered materials processing facility is not required to collect, transport, or process contaminated recyclable material except pursuant to specified contractual requirements after a contract is executed. This type of legislation places restrictions on the Department's ability to establish acceptable levels of recyclable materials contamination in the County's curbside recycling program. Opposing legislative changes that would be detrimental to the sustainability of the County's solid waste management

and recycling programs will prevent additional costs that may result in fee hikes and/or prevent the Department from meeting state-mandated recycling goals.

**EfW-Generated Electricity:** Miami-Dade County's long term PPA expired in November 2013, at which point the EfW plant annual electrical revenues (shared with the EfW plant operator) were reduced from \$30 million to approximately \$6.5 million currently. To counteract this sharp reduction in revenues and as a public policy to reduce the state's fossil fuel consumption, the DSWM strongly supports efforts to encourage EfW-Generated Electricity. The DSWM has included an item in its State Legislative package proposing that the Florida Legislature mandate that the Public Service Commission adopt rules requiring investor-owned utilities to purchase a minimum amount of EfW-generated electricity.

## PRIORITY INITIATIVES

The most important initiatives for the DSWM that are planned or ongoing for the upcoming fiscal year include:

### Mosquito Control:

- *Aedes aegypti* represents the most serious public health threat to Miami-Dade County, and the most serious challenge to Mosquito Control. It is universally recognized that this species is particularly difficult to control, exacerbated by resistance to many insecticides. The World Health Organization's Vector Control Advisory Committee has recommended that novel techniques for control of this mosquito be investigated to determine efficacy in the field, and to identify which, if any, may be feasibly integrated into existing control programs. The DSWM has an interest in the Sterile Insect Technique (SIT). It is a variation of utilizing sterile male insects to reduce populations. The SIT uses X-rays to sterilize the males prior to release in the environment. The principle technique is an established method, with successful results in some insect species; although success has not been achieved to date in mosquitoes. Following some technical advances however, Lee County Mosquito Control District has announced that they intend to pursue this technique, and if determined to be practicable and feasible, the method could be made available to other mosquito control agencies. A priority initiative will be to maintain close communications in this regard, and follow-up on progress being made, especially on technical and logistical issues, with a view to assessing the potential of this proposal.
- The Mosquito Control Division will expand its currently limited capability to breed mosquito fish, thereby increasing the potential use of this natural control method in Miami-Dade County. Mosquito fish are used by the more progressive mosquito control agencies in suitable circumstances such as abandoned swimming pools, a common mosquito source in Miami-Dade. This technique represents an excellent



form of biological control, eliminating the use of chemical insecticides. Because mosquito fish are endemic to our region, they do not present the menace to native species that is common with invasive species such as the Burmese python, which has decimated native species in the Everglades. Mosquito fish are also very efficient predators of mosquito larvae. Utilizing this natural control method promotes the Strategic Plan goal of protecting environmental resources.

**Waste Oil Recycling Program:** In FY 2019-20, the Department will expand the number of TRCs that offer waste oil recycling to residential customers. This initiative will provide increased convenience to DSWM customers and help promote the County's mission of protecting our drinking water supply.

**Recyclables Contamination:** A Recyclables Contamination Abatement Program has been implemented to address the problem of items such as plastic bags, hangers, hoses, etc. being incorrectly placed in recycling containers. Contamination of the recyclable waste stream is a national problem with serious negative economic and environmental effects. The Department is addressing this problem on the front end, with an outreach program to educate customers, and on the back end with stepped up enforcement.

**Code Revision:** Chapter 15 of the Code of Miami-Dade County will be revised to reflect current policies and best practices, as well as to incorporate updated definitions and requirements pertaining to solid waste management, including recycling, enforcement, permitting, and illegal dumping.

**Training and Career Development:** The Department has established an in-house Training and Career Development Initiative that provides departmental training and career development for all employees. Six (6) additional employees have been hired to provide specialized job skills, operations and safety training, including four (4) dedicated Technical Equipment Instructors, a Human Resources Manager (Training and Development Manager) and a Personnel Specialist 1. The primary goal is to ensure a well-trained workforce and a pool of qualified candidates for succession. Reductions in preventable collisions, employee injuries and liability costs, together with overall improvements in employee performance, employee engagement and customer service, are additional goals. The department is providing internal driver and equipment training for new employees in order to fill its vacancies. In addition, the DSWM continues its strategic collaboration with the Department of Transportation for CDL testing that augments the internal driver training program. The focus is now on providing dedicated training vehicles and identifying a driver training facility.

**Comprehensive Landfill Closure Plan:** A resolution approving County and municipal landfill closure projects eligible for funding through the Comprehensive Landfill Closure Plan (CLCP) was approved by the Board of County Commissioners in October 2015. The CLCP includes County and municipal landfill sites that are eligible for remediation and closure funding from the Utility Service Fee (USF) and sets out the criteria, terms and timing of this funding. The Department is currently funding the following municipal landfill closure grant projects: Munisport, Virginia Key, Taylor Park, Gwen Cherry and a County-owned site in the City of Miami Gardens

**Landfill Expansion:** The DSWM plans to expand the North Dade Landfill (NDL) by increasing the elevation of both the East and West Cells. This expansion maximizes the long-term capacity of the NDL. The scope of work involves hiring a consultant to provide an engineering design for the permitting of this vertical expansion.

### Technology Initiatives

In addition to program-based initiatives, the DSWM has a number of technology initiatives that are in place or will be implemented in the near term to help support and improve operations. They are as follows:

**Waste Collection Software Replacement:** The DSWM is nearing completion of an effort to replace the outdated Mainframe Waste Collection System (WCS), a basic customer accounts and relationship management system. The new WCS will consist of several DSWM Operations and Administrative modules (Code Enforcement, Accounts Management/Invoicing and Billing, Customer Care, Payment Processing and Hauler Registration). Implementation of the WCS will take place prior to the end of FY 19-20. Within the scope of the new system, the public will access the following: report/file a complaint, make online payments (bills, services, fines), verify availability of a bulky waste pick up, request bulky waste service, check status of a bulky waste order, request an inspection, complete a permit renewal application and check the status of an enforcement action.

**Text Messaging:** The DSWM has implemented text messaging to notify customers of the status of their waste cart servicing orders. Implementation of additional text messaging components (e.g., recycling carts, bulky waste orders, other) will take place in conjunction with the real-time processing of these services in FY19-20.

**Biometric Time Clock System:** The DSWM has deployed biometric time clocks at over 30 DSWM locations. Full implementation will take place after needed infrastructure improvements have been completed at the TRCs. This system interfaces with the County ePar system and accurately and efficiently captures employee time. The



biometric feature will rely on a unique attribute (finger print), to identify and then “clock-in” the staff member.

**Work Order Processing/Vehicle Routing:** The DSWM completed implementation of an inventory management and work order processing system for recycling cart deliveries and repairs in FY 17-18. Implementation of the system for both waste carts and bulky waste order was substantially completed by early FY 19-20. This will streamline administrative processes and cut down on manual paperwork. It is anticipated that a GPS Routing component, which will achieve further operational efficiencies, will be added in FY 20-21.

**TRC Access Management System-Landscaper and Handyman Enhancement:** This project builds on the success of the DSWM's NACo award-winning software application that enables the secure screening of residential visitors to the Trash & Recycling Centers. The department is actively working to complete the addition of modules to enable use of the TRCs by private landscaping companies and handymen (occasional users) via inclusion of a mobile payment application.

**Waste Disposal Scale House Weighing & Billing system:** A Request for Proposal (RFP) for a new disposal weighing and billing software system that adheres to the Payment Card Industry Data Security Standard and provides for other business process improvements is ongoing with implementation following early FY20-21.

**Online/Mobile Device Applications:** The DSWM has largely deployed online and mobile applications that will facilitate service delivery to customers. These include a series of news/events/contacts/ listings, a collection service schedule, an online payments function, a hauler/landscaper registration process, a facility locator, a complaints/illegal dumping reporting app, a service request app and a route tracker.

**Cubic Yard Calculator:** The DSWM will be providing an application that will help customers measure bulky pile volumes in FY 20-21.

**Driver Safety Pilot:** The department has completed the conduct a vehicle-based driving safety video pilot project with two vendors during calendar year 2019 in preparation for a planned FY 19-20 procurement and an FY20-21 implementation. This system will provide a video recording of "triggered" incidents or events, will upload those clips for analysis and will receive data back in a full-service website. The reports, data and video accessed via the website would then form the basis for a targeted driver training/coaching program. Similar programs have improved safety performance and generated savings from fewer accidents, driver exonerations, improved fuel economy and reduced maintenance and repairs.

**Payment Card Industry (or PCI) Security Standard Compliance:** The DSWM is working with the Finance Department and ITD to finalize efforts to achieve compliance



with PCI security standards. These standards establish protocols regarding the processing, storage, and transmission of credit card related data in order to reduce the incidence of fraud and identify theft. This project will upgrade the current scale house system payment card processing devices to the new EMV chip credit card readers at 12 workstations. The new interface (Elavon's Converge/Simplify Interface with the current scale house application) is PCI compliant per County policy.

**Electronic Data Management System (EDMS):** EDMS is a document storage solution for the Enforcement Division. EDMS will facilitate enforcement account case history needs and allow their officers to have a centralized storage and review repository for their photos, letters and other related enforcement items. This application will interface with the new Waste Collection System and Enforcement e-Ticketing applications.

**Citizen Bulky Trash Overage Electronic Signature Form:** This application, programmed for an FY 19-20 implementation, will provide for automated customer approvals for bulky trash overage pickup fees, improving on the current process that requires customers to sign and mail back a paper form to DSWM's Accounting Division, ultimately delaying pickup.

## FUTURE OUTLOOK

There are various factors that have the potential to significantly impact Departmental operations within the upcoming years. A few of these are as follows:

**Resources Recovery Facility (RRF)/Energy-from-Waste:** In 2023, the contract with Covanta Dade Renewable Energy, LLC for the operation and maintenance of the RRF will come up for renewal. The Department will have to evaluate the future and planned improvements to the facility. For continued operations at the RRF, major infrastructure improvements will have to be made in the next three to five years. Based on the age of the facility, the Department will have to consider the potential for siting, permitting and constructing a new Energy-from-Waste facility in the next three to five years.

**Curbside Recycling Program:** The recycling collections contracts will end on September 30, 2022 and can only be renewed for a period of 180 days beyond the contract expiration date. The contract for recyclable materials processing and marketing will expire on March 30, 2023 and there are no provisions for extension or renewal. The Department will soon initiate work with a consultant to explore future recycling opportunities/options that can be considered once the current collection and processing contracts expire.

**Mosquito Control Collaborations/Scientific Investigations:** The DSWM plans to build on existing scientific collaborations with research institutions to further scientific knowledge and understanding of mosquito biology and behavior, enhance the professional profile of MCD through peer-reviewed publications, and establish valuable links with local and international academic institutions. Such collaborative investigations have the potential to improve control methods in ways not anticipated and identify new avenues for research and will also serve to boost staff morale and promote self-motivation within the organization. The DSWM currently has an agreement with the University of Miami for a collaboration that involves Operational Mosquito Surveillance and Control. Collaborative research will build upon on-going efforts to address key questions which are essential to the Mosquito Control Division. This collaboration will include close coordination, planning and field and lab work with the Mosquito Control leadership and staff. Outcomes will include collaboratively-developed internal reports, presentations and joint publications.

**Encroachment of Residential Development:** Construction of residential communities in the area surrounding the Resources Recovery Facility (RRF) has resulted in complaints relating to odor. In response, the DSWM established an odor monitoring program and tasked Covanta with hiring an engineering firm to evaluate the existing odor control system and made upgrades to the existing odor control system. Additionally, the Department will be reviewing alternatives to develop buffers around the RRF as well as the North Dade and South Dade landfills.

**Financial Stability:** The DSWM has experienced revenue shortfalls in the past few years and continues to monitor and reduce expenditures while attaining operational efficiencies that help minimize costs. Although the BCC approved a residential waste collection fee increase last fiscal year, the Department continues to evaluate its fees and will recommend adjustments as needed. Commercial waste collection rates and services, for example, will be restructured to better cover costs and provide improved customer service. The Department will also look into adjusting certain disposal rates, such as the Alternate Daily Cover rate. These actions will require Board approval of an updated Implementing Order 4-68 (Schedule of All Service Levels and Fees for Miami-Dade County Solid Waste Services).

**Technology:** The DSWM is committing to improving operational efficiency through investment in technology. In FY 2018-19, the Department completed two pilots of a Driver Safety system using vehicle telematics and video cameras to improve driver performance through coaching. After a formal procurement process, DSWM anticipated the first phase of this technology to roll out in FY 2021-22. This system will then evolve into a unified driver interface, using a mounted tablet providing turn-by-turn routing, work order processing, audio communication, sign-in and sign-out, pre-trip



inspection, and post-trip inspection. Similarly, the Department will continue to expand its use of handheld and mobile devices, combined with GIS applications, and work order systems to speed routing and service order completion, improve reporting, and increase employee productivity in other divisions, such as Home Chemical Collection and the Truck Wash.

**Annexations and Incorporations:** Potential annexation and incorporation policies can impact the DSWM. Annexations, in particular, have the potential to reduce the Waste Collection Service Area and associated revenues. A smaller Waste Collection Service Area could have a profound impact on revenues, debt service coverage and ultimately fees charged to the remaining collection customers. The cumulative impact of annexations that have taken place since 1996, and that are anticipated to occur in the future, will spread additional debt service over a smaller revenue pool, resulting in increased fees to remaining customers.

#### Legislation

**EfW-Generated Electricity:** Miami-Dade County's long term PPA expired in November, 2013, at which point EfW plant annual electrical revenues (shared with the EfW plant operator) were reduced from \$30.0 million to approximately \$6.5 million currently. To counteract this sharp reduction in revenues and as a public policy to reduce the state's fossil fuel consumption, the DSWM strongly supports efforts to encourage EfW-generated electricity. The DSWM has included an item in its State Legislative package proposing that the Florida Legislature mandate that the Public Service Commission adopt rules requiring investor-owned utilities to purchase a minimum amount of EfW-generated electricity and allow net metering and/or self-wheeling.



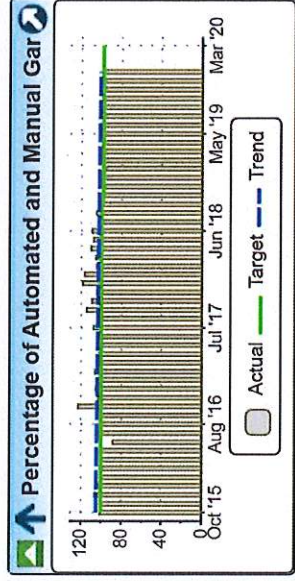
# Attachment 1

# Business Plan Report



# Business Plan Report - Solid Waste Management

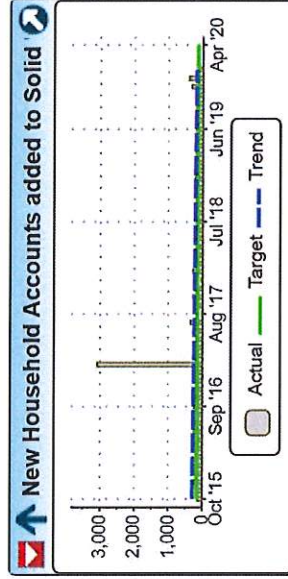
Scorecard										Description										Owners									
Solid Waste Management										(Scorecard created 10/2015 as a result of the split from Public Works.)										Fernandez, Michael (DSWM)									
Initiatives Linked to Scorecard																													
Replace Waste Collection System (WCS)										2/10/2020										Silver, Deborah F. (DSWM)									
Munisport Landfill Grant										12/24/2019										Porcelli, Mario (DSWM); Hernandez, German (DSWM); Kelapanda, Achaya (DSWM)									
Virginia Key Landfill Grant										8/23/2019										Porcelli, Mario (DSWM); Hernandez, German (DSWM); Kelapanda, Achaya (DSWM)									
Biometric Time Clocks Project Deployment										2/10/2020										Silver, Deborah F. (DSWM)									
Customer																													
Objective										Description										Owners									
Provide Quality Residential Garbage, Trash and Recycling Collection Services																				Fernandez, Michael (DSWM); Solid Waste Management									
Grandparent Objectives										Description										Owners									
N12: Continuity of clean water and community sanitation services																				Miami-Dade County									
Parent Objectives										Description										Owners									
N12-3: Provide adequate and sustainable solid waste collection and disposal capacity																				Miami-Dade County									
Initiatives Linked to Objective																													
Replace Waste Collection System (WCS)										2/10/2020										Silver, Deborah F. (DSWM)									
Measures Linked to Objective										Period																			
Percentage of Automated and Manual Garbage Routes completed on time										Dec '19																			
										Actual										Variance									
										98.8%										0.8%									
										98.0%										Robinson, Margie (DSWM); Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Comer, Latasha (DSWM)									



# Business Plan Report - Solid Waste Management

Child Measures	Period	Actual	Target	Variance	Owners
No. of Manual Garbage Collection Routes	Dec '19	225	212	13	Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM); Conner, Latasha (DSWM)
No. of Manual Garbage Routes completed on time	Dec '19	219	222	-3	Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM)
No. of Automated Garbage Collection Routes	Dec '19	2,455	2,347	-108	Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Conner, Latasha (DSWM); Robinson, Margie (DSWM)
No. of automated routes completed on time	Dec '19	2,428.00	2,423.00	5.00	Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Conner, Latasha (DSWM)
Percentage of Manual Garbage Routes completed on time	Dec '19	97% (219 / 225)	98%	-1%	Henfield, Claudia (DSWM); Robinson, Margie (DSWM); Penha-Cumbermack, Debbie (DSWM)
Percentage of Automated Garbage Routes completed on time	Dec '19	99% (2,428 / 2,455)	98%	1%	Henfield, Claudia (DSWM); Robinson, Margie (DSWM); Penha-Cumbermack, Debbie (DSWM)

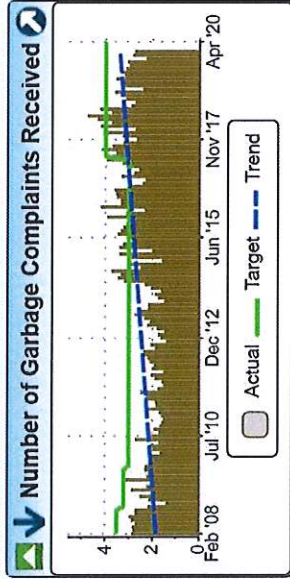
New Household Accounts added to Solid Waste Collections (Monthly)	Jan '20	117	141	-24	Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Shorunke-Jean, Bolanle O. (DSWM); Chong, Michelle (DSWM); Perez, Nathalie D. (DSWM)
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# Business Plan Report - Solid Waste Management

Child Measures	Period	Actual	Target	Variance	Owners
Total Households by Month	Jan '20	336,658	n/a		n/a Galvez, David (DSWM); Perez, Nathalie D. (DSWM)
Number of Garbage Complaints Received per 10,000 households	Jan '20	3	4		1 Henfield, Claudia (DSWM); Robinson, Margie (DSWM); Pentha-Cumbermack, Debbie (DSWM)

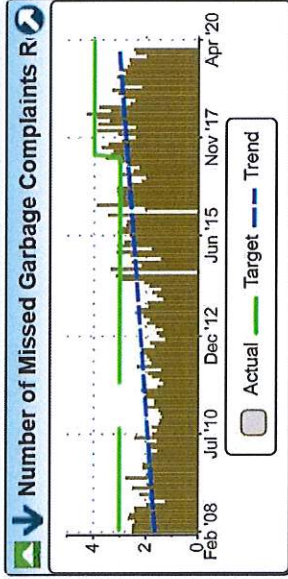


Child Measures	Period	Actual	Target	Variance	Owners
Curbside Households	Jan '20	341,384	n/a		n/a Henfield, Claudia (DSWM); Pentha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM); Conner, Latasha (DSWM)
Total Garbage Collection Complaints	Jan '20	806	n/a		n/a Henfield, Claudia (DSWM); Pentha-Cumbermack, Debbie (DSWM); Conner, Latasha (DSWM); Robinson, Margie (DSWM)
Missed Garbage Complaints (Monthly)	Jan '20	728	n/a		n/a Henfield, Claudia (DSWM); Pentha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM); Conner, Latasha (DSWM)
Property Damage Complaints	Jan '20	15	n/a		n/a Henfield, Claudia (DSWM); Pentha-Cumbermack, Debbie (DSWM); Conner, Latasha (DSWM)
Sloppy Service Complaints	Jan '20	61	n/a		n/a Henfield, Claudia (DSWM); Pentha-Cumbermack, Debbie (DSWM); Conner, Latasha (DSWM)
Miscellaneous Garbage Complaints	Jan '20	2	n/a		n/a Henfield, Claudia (DSWM); Pentha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM); Conner, Latasha (DSWM)
Number of curbside recycling complaints per 10,000 participating households	Jan '20	10.2	6.4	-3.8	Love, Gayle (DSWM); Massa, Jeannarie (DSWM)

Child Measures	Period	Actual	Target	Variance	Owners
Recycling Households	Jan '20	354,465	353,600	865	Massa, Jeannarie (DSWM); Love, Gayle (DSWM)
No. of curbside recycling complaints received	Jan '20	797	500	-297	Love, Gayle (DSWM); Massa, Jeannarie (DSWM); Vargas, Roberto A. (DSWM)

# Business Plan Report - Solid Waste Management

Number of Missed Garbage Complaints Received Per 10,000 Households  Jan '20 2 4 2 Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM)




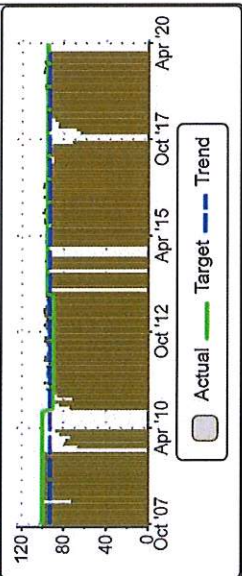



Child Measures	Period	Actual	Target	Variance	Owners
Missed Garbage Complaints (Monthly)	Jan '20	728	n/a	n/a	Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM); Conner, Latasha (DSWM)
Curbside Households	Jan '20	341,384	n/a	n/a	Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM); Conner, Latasha (DSWM)
Number of Bulky Waste complaints per 1000 Regular Bulky Waste orders created	Dec '19	8.4	16.0	7.6	Howard, Ronald
<b>Child Measures</b>					
No. of Regular Bulky Work Orders Opened	Jan '20	8,280	7,839	441	Ferguson, Virginia T. (DSWM); Penha-Cumbermack, Debbie (DSWM); Howard, Ronald
No. of Bulky Trash Complaints received	Dec '19	81	141	60	Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)

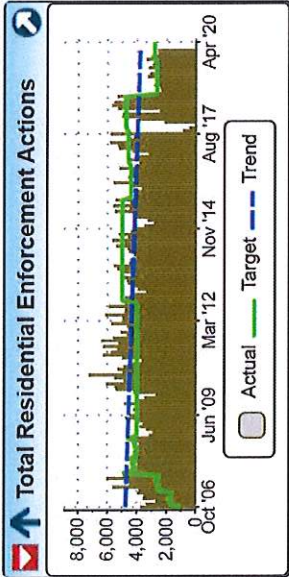
Objective	Description	Owners
Improve Programs that Promote Neighborhood & Rights-of-Way Aesthetics, & Environmental Conditions		Fernandez, Michael (DSWM); Solid Waste Management
<b>Grandparent Objectives</b>		
NI1: Safe, healthy and attractive neighborhoods and communities		Miami-Dade County
<b>Parent Objectives</b>		
NI1-1: Promote livable and beautiful neighborhoods		Miami-Dade County



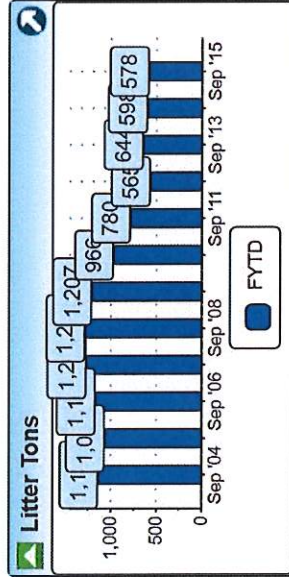
Business Plan Report - Solid Waste Management

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
 Percentage of scheduled illegal dumping piles picked up within 8 days of receipt		Dec '19	100.0%	95.0%	5.0%	Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)
	 Investigate Illegal Dumping Complaints received via 311 within one week of Receipt	Jan '20	95%	95%	0%	Vargas, Luis (DSWM); Jackson, Michelle J. (DSWM); Cummings, Demetrise (DSWM)
<div><div> Investigate Illegal Dumping Complaints received via 311</div><div></div></div>						
Child Measures		Period	Actual	Target	Variance	Owners
No. of Illegal Dumping Complaints received via 311		Jan '20	1,175	n/a	n/a	Vargas, Luis (DSWM); Jackson, Michelle J. (DSWM)
		Jan '20	1,120	90	1,030	Vargas, Luis (DSWM); Jackson, Michelle J. (DSWM)
Objective		Description		Owners		
Provide Safe, Attractive and Structurally Sound ROWs and Infrastructure for Both General and Special Populations				Fernandez, Michael (DSWM); Solid Waste Management		
Grandparent Objectives		Description		Owners		
TM3: Well-maintained, modern transportation infrastructure and assets				Miami-Dade County		
Parent Objectives		Description		Owners		
TM3-1: Harden and maintain roadway infrastructure				Miami-Dade County		

Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Total Residential Enforcement Actions		Jan '20	2,551	2,835	-284	Vargas, Luis (DSWM); Jackson, Michelle J. (DSWM)
Date	VR Comment	Author				
2/11/2020	Emphasis during the month was placed on a TRC enforcement initiative. Although over 100 loads were rejected, this activity does not generate an action.	Vargas, Luis (DSWM)				



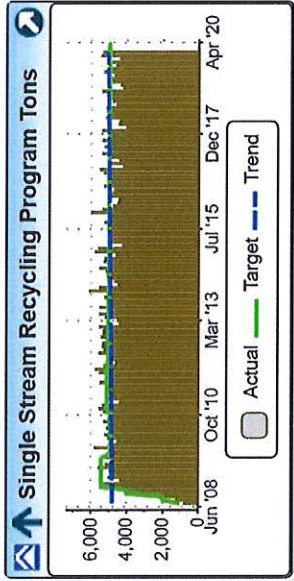
Child Measures	Period	Actual	Target	Variance	Owners
Number of enforcement investigations conducted per month	Jan '20	1,980	n/a	n/a	Vargas, Luis (DSWM); Jackson, Michelle J. (DSWM)
Enforcement-Related Complaints Investigated (Residential)	Jan '20	571	n/a	n/a	Vargas, Luis (DSWM)
Enforcement-Related Complaints Received	Jan '20	571	n/a	n/a	Vargas, Luis (DSWM)
Litter Tons	Jan '20	34	0	34	Penha-Cumbermack, Debbie (DSWM); Howard, Ronald



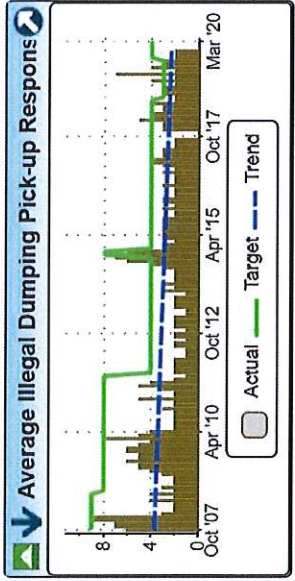


# Business Plan Report - Solid Waste Management

Single Stream Recycling Program Tons	Jan '20	5,331	5,000	331	Massa, Jeanmarie (DSWM); Love, Gayle (DSWM)
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Objective	Description	Owners			
Provide Timely and Satisfactory Resolution to Customer Needs, Requests & Inquiries		Fernandez, Michael (DSWM); Solid Waste Management			
Grandparent Objectives	Description	Owners			
GG1: Accessible, fair and responsible government		Miami-Dade County			
Parent Objectives	Description	Owners			
GG1-2: Support a customer-focused organization		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Average Illegal Dumping Pick-up Response Time	Dec '19	2	4		2 Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)



# Business Plan Report - Solid Waste Management

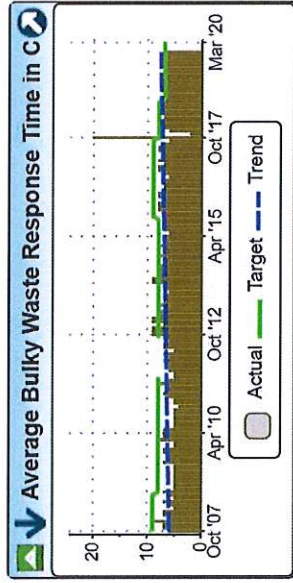
Average Bulky Waste Response Time in Calendar Days

Dec '19

7.0

7.0

0.0 Penha-Cumbermack, Debbie (DSWM);  
Ferguson, Virginia T. (DSWM)



Response to Mosquito Nuisance Complaints

Jan '20

100.0%

100.0%  
(662.0 / 662.0)

0.0% Washington, Elizabeth (DSWM);  
Petrie, William (DSWM);  
Cabrera, Aimee (DSWM);  
Clark - Robinson, Khanya (DSWM)

## Child Measures

Total Number of Mosquito Nuisance Complaints Received

Jan '20

n/a

662

Variance

n/a Vasquez, Chalmers (DSWM);  
Washington, Elizabeth (DSWM);  
Cabrera, Aimee (DSWM);  
Clark - Robinson, Khanya (DSWM)

Number of Mosquito Nuisance Complaints Closed Within Target Date

Jan '20

n/a

662

n/a Vasquez, Chalmers (DSWM);  
Washington, Elizabeth (DSWM);  
Clark - Robinson, Khanya (DSWM);  
Cabrera, Aimee (DSWM)

## Objective

Implement/Provide Quality Environmental, Smart Growth and Sustainability Programs that Support Livable Communities

## Description

## Owners

Fernandez, Michael (DSWM);  
Solid Waste Management

## Grandparent Objectives

NI1: Safe, healthy and attractive neighborhoods and communities

## Description

## Owners

Miami-Dade County

## Parent Objectives

NI1-1: Promote livable and beautiful neighborhoods

NI1-4: Protect the community from public nuisances and incidents that threaten public health

## Description

## Owners






Miami-Dade County

Miami-Dade County



# Business Plan Report - Solid Waste Management

## Financial

Objective	Description					Owners	
Meet Budget Targets Quarterly						Fernandez, Michael (DSWM); Solid Waste Management	
Grandparent Objectives	Description					Owners	
GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs						Miami-Dade County	
Parent Objectives	Description					Owners	
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."					Moon, Jennifer (OMB)	
Public Works and Waste Management	Office of Management and Budget						
Measures Linked to Objective							
Disposal Revenue Tons - Garbage		Jan '20	Period	Actual	Target	Variance	Owners
				91,020	93,958	-2,938	Shorunke-Jean, Bolanle O. (DSWM); Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Chong, Michelle (DSWM); Perez, Nathalie D. (DSWM)
Disposal Revenue Tons - Trash		Jan '20		46,078	49,891	-3,813	Chong, Michelle (DSWM); Shorunke-Jean, Bolanle O. (DSWM); Galvez, David (DSWM); Anaxe, Geraldine (DSWM); Perez, Nathalie D. (DSWM)
Disposal Full Fee Revenue Tons		Jan '20		137,098	143,849	-6,751	Perez, Nathalie D. (DSWM); Chong, Michelle (DSWM); Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Shorunke-Jean, Bolanle O. (DSWM)
Child Measures						Owners	
Disposal Revenue Tons - Garbage		Jan '20	Period	Actual	Target	Variance	Owners
				91,020	93,958	-2,938	Shorunke-Jean, Bolanle O. (DSWM); Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Chong, Michelle (DSWM); Perez, Nathalie D. (DSWM)
Disposal Revenue Tons - Trash		Jan '20		46,078	49,891	-3,813	Chong, Michelle (DSWM); Shorunke-Jean, Bolanle O. (DSWM); Galvez, David (DSWM); Anaxe, Geraldine (DSWM); Perez, Nathalie D. (DSWM)
Objective						Owners	
Monitor Overtime and Temporary Expenditures						Fernandez, Michael (DSWM); Solid Waste Management	
Grandparent Objectives	Description					Owners	
GG4: Effective leadership and management practices						Miami-Dade County	

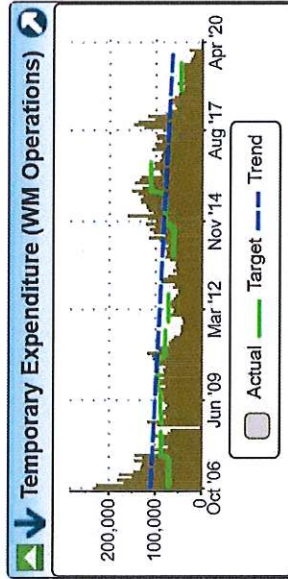


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# Business Plan Report - Solid Waste Management

Temporary Expenditure (Accounting Division)	Jan '20	\$0	\$3,350	\$3,350	Rayborn, Rick (DSWM); Walker, Darlene (DSWM); Trabanco, Raul (DSWM)
Overtime Expenditure (WM Operations)	Jan '20	\$410,734	\$318,099	\$-92,635	Durham-Camp, Sherra (DSWM)
<b>Child Measures</b>					
Overtime Expenditure (Enforcement)	Jan '20	\$27,120	\$25,000	\$2,120	Vargas, Luis (DSWM); Jackson, Michelle J. (DSWM); Cummings, Demetris (DSWM)
Overtime Expenditure (Garbage)	Jan '20	\$120,020	\$112,167	\$-7,853	Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM)
Overtime Expenditure (Maintenance)	Jan '20	\$7,436	\$9,583	\$2,147	Dhookaran, Shanti (DSWM); Castro, Omar (DSWM); Ramsok, Surash ; Contreras, Humberto (DSWM)
Overtime expenditure (Tech Svcs & Environ Affairs)	Jan '20	\$0	\$333	\$333	Hernandez, German (DSWM); Porcelli, Mario (DSWM); Rodriguez, Yanett (DSWM)
Overtime Expenditure (Trash)	Jan '20	\$128,433	\$54,083	\$-74,350	Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)
Overtime Expenditure (Transfer Division)	Jan '20	\$85,453	\$89,333	\$3,880	Lovely, Charles (DSWM); Palmer, Kelli (DSWM)
Overtime Expenditure (Landfill)	Jan '20	\$42,271	\$27,600	\$-14,671	Gomez, Francisco (DSWM); Aldama, Leslie (DSWM); Fernandez, Michael (DSWM)
Temporary Expenditure (WM Operations)	Jan '20	\$26,489	\$41,609	\$15,120	Durham-Camp, Sherra (DSWM)



Temporary Expenditure (Garbage)	Jan '20	\$19,767	\$30,200	\$10,433	Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM)
Temporary Expenditure (Trash)	Jan '20	\$3,946	\$9,775	\$5,829	Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)
Temporary Expenditure (Transfer)	Jan '20	\$0	\$0	\$0	Palmer, Kelli (DSWM); Lovely, Charles (DSWM)
Temporary Expenditure (Tech Svcs & Environ Affairs)	Jan '20	\$0	\$842	\$842	Hernandez, German (DSWM); Porcelli, Mario (DSWM)

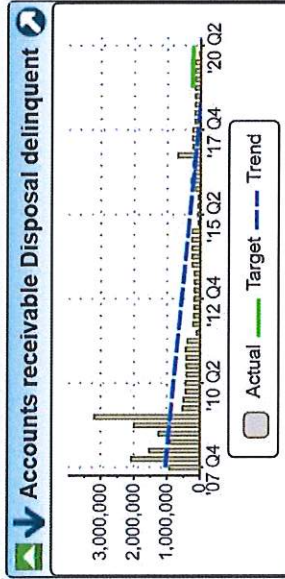


# Business Plan Report - Solid Waste Management

Temporary Expenditure (Landfill)	Jan '20	\$0	\$0	\$0	Gomez, Francisco (DSWM); Aldama, Leslie (DSWM)
Temporary Expenditure (Maintenance)	Jan '20	\$2,776	\$0	\$-2,776	Dhookaran, Shanti (DSWM); Castro, Omar (DSWM); Ramsook, Surash ; Contreras, Humberto (DSWM)
Temporary Staff Expenditure (Enforcement)	Jan '20	\$0	\$792	\$792	Vargas, Luis (DSWM); Cummings, Demetrise (DSWM); Jackson, Michelle J. (DSWM)

Objective	Description	Owners
To Reduce Disposal Accounts receivable delinquencies		Rayborn, Rick (DSWM); Trabanco, Raul (DSWM); Solid Waste Management
Grandparent Objectives	Description	Owners
GG4: Effective leadership and management practices		Miami-Dade County
Parent Objectives	Description	Owners
GG4-1: Provide sound financial and risk management		Miami-Dade County

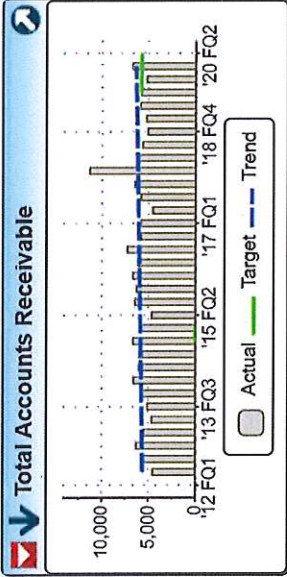
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Accounts receivable Disposal delinquent balance over 90 days past due (Workload Measure)	'20 Q1	\$41,848	\$225,000	\$183,152	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM)



Total Accounts Receivable	'20 FQ1	\$6,720.0K	\$5,775.0K	n/a	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM)
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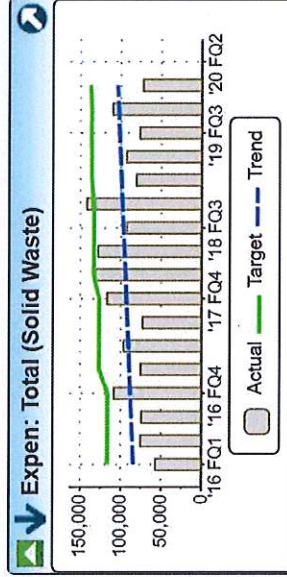
Date	VR Comment	Author
1/20/2020	Actual to target variance in total accounts receivable for the first quarter ended 12/31/2019 increased by approximately \$1M. This is due mainly to the increase in A/R balances for accounts owed in the 1-30 days category. When compared to FY19 Q4, FY20 Q1 experienced an increase of \$1.5M in accounts due within 1-30 days. This increase is explained by the compound effect of two factors. First, Account #1001 - Progressive Waste Solutions of FL, Inc. has been slow in paying their receivables due within 1-30 days. Their receivables under this category increased by \$1.2M or 87% as compared to FY19 Q4. The Client attributes this to temporary adjustments in their business cycle as they commenced the new calendar year 2020. This is an isolated event, and they expect to be fully caught up before the end of the first calendar quarter (3/31/2020). In addition, Account #1009 - Waste Management Dade County, although not late in their payments, they did experience higher than normal activity in their operations as compared to FY19 Q4. Their receivable increased by \$328k in FY20 Q1 as compared to the previous quarter. These two factors explain the increase of \$1.5m in receivables due 1-30 days.	Trabanco, Raul (DSWM)





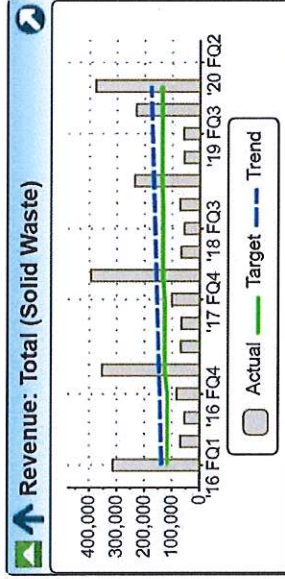
Child Measures	Period	Actual	Target	Variance	Owners
Accounts Receivable: 0-30 days (DSWM)	'20 FQ1	\$6,578.0K	\$5,500.0K	\$1,078.0K	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM)
Accounts Receivable: 31-60 days (DSWM)	'20 FQ1	\$99.0K	\$50.0K	n/a	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM)
Accounts Receivable: 61-90 days (DSWM)	'20 FQ1	\$1.0K	\$25.0K	n/a	Trabanco, Raul (DSWM); Rayborn, Rick (DSWM)
Accounts Receivable: 91-120 days (DSWM)	'20 FQ1	\$0.0K	\$0.0K	n/a	Trabanco, Raul (DSWM); Rayborn, Rick (DSWM)
Accounts Receivable: 121+ days (DSWM)	'20 FQ1	\$42.0K	\$200.0K	n/a	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM)

Objective	Description	Actual	Target	Variance	Owners
Meet Budget Targets (Solid Waste)					Fernandez, Michael (DSWM)
Measures Linked to Objective					Owners
Expen: Total (Solid Waste)		\$72,408K	\$137,564K	\$-65,156K	Fernandez, Michael (DSWM)



Business Plan Report - Solid Waste Management

Child Measures	Period	Actual	Target	Variance	Owners
Expenditure: Personnel Costs (Solid Waste)	'20 FQ1	\$21,629K	\$23,451K	\$-1,822K	Fernandez, Michael (DSWM)
Expenditure: Court Costs (Solid Waste)	'20 FQ1	\$0K	\$4K	\$-4K	Fernandez, Michael (DSWM)
Expenditure: Contractual Services (Solid Waste)	'20 FQ1	\$24,736K	\$37,464K	\$-12,728K	Fernandez, Michael (DSWM)
Expenditure: Other Operating (Solid Waste)	'20 FQ1	\$3,005K	\$4,127K	\$-1,122K	Fernandez, Michael (DSWM)
Expenditure: Charges for County Services (Solid Waste)	'20 FQ1	\$10,836K	\$12,574K	\$-1,738K	Fernandez, Michael (DSWM)
Expenditure: Grants to Outside Organizations (Solid Waste)	'20 FQ1	\$0K	\$32K	\$-32K	Fernandez, Michael (DSWM)
Expenditure: Capital (Solid Waste)	'20 FQ1	\$4,856K	\$333K	\$-4,523K	Fernandez, Michael (DSWM)
Expenditure: Transfers Out (Solid Waste)	'20 FQ1	\$1,344K	\$4,510K	\$-3,166K	Fernandez, Michael (DSWM)
Expenditure: Distribution of Funds in Trust (Solid Waste)	'20 FQ1	\$1,269K	\$443K	\$826K	Fernandez, Michael (DSWM)
Expenditure: Debt Service (Solid Waste)	'20 FQ1	\$4,733K	\$5,631K	\$-898K	Fernandez, Michael (DSWM)
Expenditure: Depreciation, Amortization, Depletion (Solid Waste)	'20 FQ1	\$0K	\$0K	\$0K	Fernandez, Michael (DSWM)
Expenditure: Reserves (Solid Waste)	'20 FQ1	\$0K	\$48,995K	\$-48,995K	Fernandez, Michael (DSWM)
Expenditure: Intradepartmental Transfers (Solid Waste)	'20 FQ1	\$0K	\$0K	\$0K	Fernandez, Michael (DSWM)
Revenue: Total (Solid Waste)	'20 FQ1	\$377,896K	\$137,564K	\$240,332K	Fernandez, Michael (DSWM)

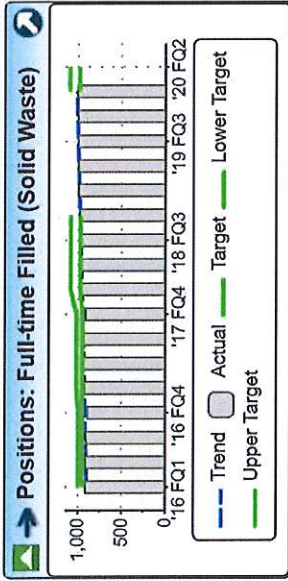


Child Measures	Period	Actual	Target	Variance	Owners
Revenue: Carryover (Solid Waste)	'20 FQ1	\$222,195K	\$53,319K	\$168,876K	Fernandez, Michael (DSWM)
Revenue: Proprietary (Solid Waste)	'20 FQ1	\$155,701K	\$81,412K	\$74,289K	Fernandez, Michael (DSWM)
Revenue: General Fund (Solid Waste)	'20 FQ1	\$0K	\$2,785K	\$-2,785K	Fernandez, Michael (DSWM)
Revenue: Federal (Solid Waste)	'20 FQ1	\$0K	\$0K	\$0K	Fernandez, Michael (DSWM)
Revenue: State (Solid Waste)	'20 FQ1	\$0K	\$0K	\$0K	Fernandez, Michael (DSWM)
Revenue: Interagency/Intradepartmental (Solid Waste)	'20 FQ1	\$0K	\$48K	\$-48K	Fernandez, Michael (DSWM)




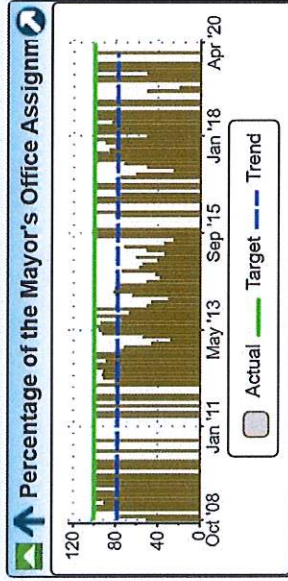
# Business Plan Report - Solid Waste Management

Positions: Full-time Filled (Solid Waste)  '20 FQ1 1,009 1,096 -87 Fernandez, Michael (DSWM); Sifontes, Michelle (DSWM)



## Internal





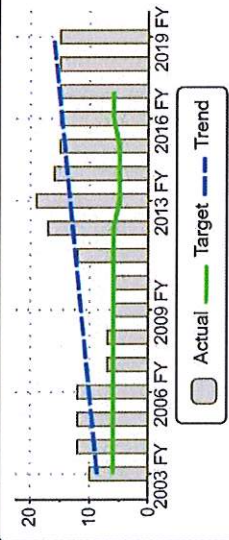



Objective	Description					Owners
Office of the Mayor Assignments	Assignments assigned to the Director's Office from the Office of the Mayor.					Faddis, Johanna (DSWM); Cabrera, Aimee (DSWM); Solid Waste Management
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Percentage of the Mayor's Office Assignments Completed Ontime		Jan '20	100% (5 / 5)	100%	0%	Cabrera, Aimee (DSWM)



Objective	Description	Owners
Improve the Efficiency of the Operations		Fernandez, Michael (DSWM); Solid Waste Management
Objective	Description	Owners
Ensure Ongoing Compliance with local, state, and Federal Regulations		Fernandez, Michael (DSWM); Solid Waste Management
Grandparent Objectives	Description	Owners
GG4: Effective leadership and management practices		Miami-Dade County

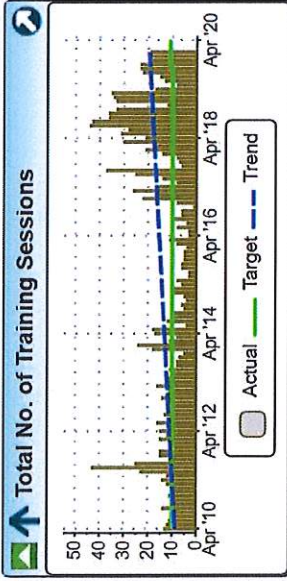


# Business Plan Report - Solid Waste Management

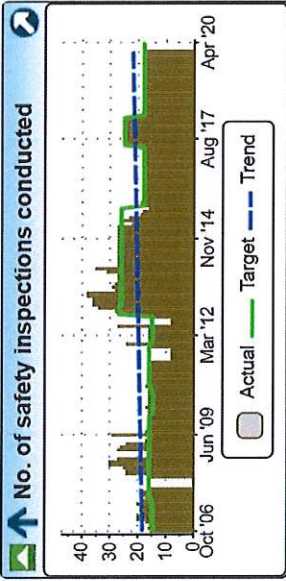
Parent Objectives		Description					Owners		
GG4-1: Provide sound financial and risk management							Miami-Dade County		
Initiatives Linked to Objective		Est. Start	Est. End	Type	As Of	  	%	Status	Owners
Virginia Key Landfill Grant		5/1/2010	3/1/2020		8/23/2019		25%	In Progress	Porcelli, Mario (DSWM); Hernandez, German (DSWM); Kelapanda, Achaya (DSWM)
Munisport Landfill Grant		5/1/2010	9/30/2022		12/24/2019		68%	In Progress	Porcelli, Mario (DSWM); Hernandez, German (DSWM); Kelapanda, Achaya (DSWM)
Measures Linked to Objective		Period		Actual	Target	Variance	Owners		
Disposal System Level of Service (in Years)		2019 FY		15	5	10	10 Porcelli, Mario (DSWM)		
<div><div> Disposal System Level of Service (In Year)</div></div>									
Objective		Description					Owners		
Provide Quality Administrative and Operational Support that Drives Effectiveness and Efficiency in Service Delivery							Fernandez, Michael (DSWM); Solid Waste Management		
Grandparent Objectives		Description					Owners		
GG3: Optimal internal Miami-Dade County operations and service delivery							Miami-Dade County		
Parent Objectives		Description					Owners		
GG3-4: Effectively utilize and maintain facilities and assets							Miami-Dade County		
Initiatives Linked to Objective		Est. Start	Est. End	Type	As Of	  	%	Status	Owners
Biometric Time Clocks Project Deployment		9/30/2013	12/31/2018		2/10/2020		69%	On Hold	Silver, Deborah F. (DSWM)



Learning and Growth

Objective	Description					Owners
Provide Training and Employee Development Opportunities						Fernandez, Michael (DSWM); Solid Waste Management
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Total No. of Training Sessions	▲	Jan '20	19	11		8 Lafortune, Rueylynn (DSWM); Lopez, Daniel (DSWM); Sifontes, Michelle (DSWM); Marlow, Myra (DSWM); Lamb, Trinese (DSWM); Arias, Ruth (DSWM); Westmoreland, La Keisha (DSWM)
						
Child Measures		Period	Actual	Target	Variance	Owners
DSWM Coordinated Training	▲	Jan '20	12	4		8 Arias, Ruth (DSWM); Westmoreland, La Keisha (DSWM); Sifontes, Michelle (DSWM); Lamb, Trinese (DSWM)
Designed/ Redesign Training and Learning Activities	▲	Jan '20	2	2		0 Arias, Ruth (DSWM)
Safety Awareness Training	▲	Jan '20	2	2		0 Sifontes, Michelle (DSWM); Arias, Ruth (DSWM)
Alcohol & Drug Training	▲	Jan '20	2	2		0 Lamb, Trinese (DSWM); Arias, Ruth (DSWM); Sifontes, Michelle (DSWM)
In-House Specific Training	▲	Jan '20	1	1		0 Sifontes, Michelle (DSWM); Arias, Ruth (DSWM); Lamb, Trinese (DSWM)
Objective	The Division's goal is to monitor work facilities and conditions to ensure that all training, education and resources provided are effective and facilitates safe and healthy working environment for all employees.					Owners
Ensure a Safe Working Environment for Employees						Sifontes, Michelle (DSWM); Arias, Ruth (DSWM); Solid Waste Management
Grandparent Objectives	Description					Owners
GG2: Excellent, engaged and resilient workforce						Miami-Dade County

# Business Plan Report - Solid Waste Management

Parent Objectives		Description			Owners	
GG2-2: Promote employee development and leadership					Miami-Dade County	
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
No. of safety inspections conducted		Jan '20	18	18	0	Sifontes, Michelle (DSWM); Marlow, Myra (DSWM); Lopez, Daniel (DSWM); Lamb, Trinese (DSWM); Lafortune, Ruelym (DSWM); Arias, Ruth (DSWM)
						
Child Measures		Period	Actual	Target	Variance	Owners
Facility Inspections		Jan '20	6	6	0	Lopez, Daniel (DSWM); Lamb, Trinese (DSWM); Sifontes, Michelle (DSWM)
Operations Inspections		Jan '20	6	6	0	Sifontes, Michelle (DSWM); Lopez, Daniel (DSWM)
Vehicle Inspections		Jan '20	6	6	0	Lopez, Daniel (DSWM); Sifontes, Michelle (DSWM)