



Department of Solid Waste Management Business Plan

Fiscal Years: 2022 and 2023

(10/1/2021 through 9/30/2023)

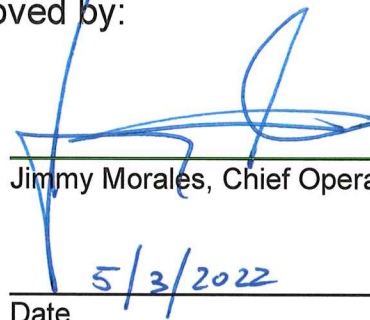
A large, stylized blue ink signature of Michael J. Fernandez.

Michael J. Fernandez, Department Director

3/1/2022

Date

Approved by:

A blue ink signature of Jimmy Morales.

Jimmy Morales, Chief Operations Officer

Date

5/3/2022

Plan Date: February 9, 2022

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Departmental Business Plan and Outlook

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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 2.8 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

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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
- **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 waste incinerated at the RRF is reduced by up to 90% through the following processes:
 - Recovery of metals for recycling
 - 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 county landfills



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- **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 combustion.
- **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, 58th 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 require and receive effective, efficient, courteous, and consistent service.

The Department's waste collection and disposal services are designed to be accessible to all customers who are assessed the waste collection fee. Enhancements to waste services such as the new Bulky Appointment System are designed and implemented at the same time throughout the service area to ensure that all customers are able to access and utilize their services to maintain their properties and enhance neighborhood aesthetics. Through education and outreach programs such as Nothing Goes to Waste, Let's Clean Things Up, Detox Your Home and Recycle Right, the Department seeks to promote greater environmental stewardship and increased community engagement. The DSWM's education and outreach support Thrive305 Priority 2 Engaged and Empowered Residents, Action 2.1 Educate the public about County government and Action 2.2 Create easy pathways for civic engagement in County government as well as Priority 8 Resilient Communities Designed by and For Residents, Action 8.3 Launch a countywide initiative to educate and engage residents to protect and clean our environment.



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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 ten municipalities: Aventura, Doral, Miami Gardens, Sunny Isles Beach, Cutler Bay, Miami Lakes, Opa-locka, Palmetto Bay, Pinecrest, and Sweetwater; 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. 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.

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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 the Strategic Management System (SMS). Direct and immediate feedback enables management to identify problems and act quickly to effectively address and improve performance while continuing to increase customer satisfaction.



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DEPARTMENT OF SOLID WASTE MANAGEMENT FUNCTIONAL TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

Formulates departmental policy, implements County policy and provides overall direction and coordination of departmental operations and management

FY 20-21
6

FY 21-22
6

COLLECTION OPERATIONS

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

FY 20-21
577

FY 21-22
577

DISPOSAL OPERATIONS

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

FY 20-21
314

FY 21-22
317

ENVIRONMENTAL AND TECHNICAL SERVICES

Maintains capital waste management infrastructure, oversees landfill environmental compliance and administers facility maintenance and resource recovery activities

FY 20-21
45

FY 21-22
44

ADMINISTRATION

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 and fleet maintenance

FY 20-21
106

FY 21-22
111

MOSQUITO CONTROL AND HABITAT MANAGEMENT

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

FY 20-21
64

FY21-22
64

The FY 2021-22 total number of full-time equivalent positions is 1136.25

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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.

- **Safe, Healthy and Attractive Neighborhoods and Communities (NI1)**
 - Promote livable and beautiful neighborhoods **NI1-1**
 - Protect the community from public nuisances and incidents that threaten public health **NI1-4**
- **Continuity of Clean Water and Community Sanitation (NI2)**
 - Provide adequate and sustainable solid waste collection and disposal **NI2-3**
- **Protected and Restored Environmental Resources (NI3)**
 - Maintain air quality **NI3-1**
 - Protect and maintain surface and drinking water sources **NI3-2**
 - Preserve and enhance natural areas and green spaces **NI3-4**
- **Effective Emergency and Disaster Management (PS3)**
 - Increase countywide preparedness **PS3-1**
 - Ensure recovery after community and countywide shocks and stresses **PS3-2**
- **Accessible, Fair and Responsible Government (GG1)**
 - Provide easy access to information and services **GG1-1**
- **Excellent, Engaged and Resilient Workforce (GG2)**
 - Attract and hire new talent **GG2-1**
 - Promote employee development and leadership **GG2-2**
 - Ensure an inclusive and diverse workforce **GG2-3**
- **Effective Leadership and Management Practices (GG4)**
 - Effectively allocate and utilize resources to meet current and future operating and capital needs **GG4-2**

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- Reduce County government's greenhouse gas emissions and resource consumption **GG4-3**

KEY ISSUES

Departmental Issues

Financial Stability: The DSWM must maintain financial stability 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 Board of County Commissioners (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, 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 \$10M between its two funds. To date, the DSWM has recovered roughly \$146 million from the Federal Emergency Management Agency (FEMA), through the Florida Division of Emergency Management (FDEM). DSWM staff continues working with both FEMA and FDEM on additional reimbursements, potentially totaling \$5 million. In addition, the COVID-19 pandemic has significantly impacted commercial and residential waste generation. In 2020, the Department saw an increase of over \$10M in disposal costs on its Collections operations. Staff believes this was due to a shift in tonnage from commercial accounts to residential accounts, likely sparked by the increase in work-from-home arrangements. Federal funding through the CARES act offset the 2020 disposal costs and additional funding helped with 2021 expenses. The Department anticipates proposing a household fee increase for FY 2022-23 to cover both the inflationary costs of personnel costs and the new level of disposal generated by residential accounts. (Mayor's 4E: Economy – promote stronger and more sustainable economy)

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: Increased waste generation and population growth will impact existing capacity. Cell 5 is the final cell that can receive waste and has

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a design capacity of 4,400,000 tons and is currently being used for waste disposal. The North Dade Landfill will reach capacity within the next 3 years without taking into account any tonnage from disaster debris. The procurement and award for the design and permitting of a vertical expansion is pending approval by the Mayor's Office. 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. The first of four options-to-renew (OTRs) begins in 2023, and the last is through 2043. With the help of a consultant the Department finalized a Solid Waste Master Plan (SWMP) refresh in 2020. The SWMP provides multiple recommendations including the need for a replacement modern facility. The DSWM envisions a sustainable campus inclusive of an electric charging station for its fleet. A presentation to the Mayor's Administration and formal recommendation to the Board is needed to proceed. *(Mayor's 4E: Environment - provide greater stewardship of the environment)*

Mosquito Control Funding: The 60-year-old Mosquito Control Building requires replacement to provide adequate workspace 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 populations and prevent the spread of diseases, including the Zika and Dengue viruses. This project will be funded through the Countywide Infrastructure Improvement Program (CIIP). Total project cost is \$7.330 million.

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

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solid waste disposal facilities that may compete with the System or adversely affect operating revenues. (*Mayor's 4E: Economy – promote a stronger and more sustainable economy*)

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 commingled 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 to ensure that Contract Cities are meeting the terms and conditions of their waste disposal interlocal agreements.

Collections Operation: The Department continues to evaluate 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 to better 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 2022 (*Mayor's 4Es: Equity - foster greater equity in provision of services; Environment – provide greater stewardship of the environment*)
- Development of partnerships with non-profit organizations that are interested in picking up used appliances and electronics from TRCs (*Mayor's 4E: Environment - provide greater stewardship of the environment; Thrive305 Priority 9, Deepen Partnership with Business and Major Civic Institutions; Action 9.1 Promote corporate social responsibility practices that bolster our local workforce*)



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On January 4, 2022, the Department implemented the Bulky Appointment System. This system allows requests to be routed and picked up on a date that the customer selects, for a faster response time while minimizing the length of time trash is set out at the curbside. The Bulky Appointment System is a service enhancement that will result in quicker service, neater curbsides and gives residents more control over when your pile is collected. *(Mayor's 4Es: Equity - foster greater equity in provision of services; Environment – provide greater stewardship of the environment)*

Illegal Dumping: Illegal Dumping and general littering is a countywide problem. As a result of the household waste fee increase approved by the BCC in September 2017, the Department implemented an initiative. Four new bulky crews were established and assigned to pro-actively remove illegal dumping from identified hot spots within the WCSA. The Enforcement Division updates the hot spot list as needed and submits new locations to the Trash Division for regular removal of illegally dumped debris from these sites. Information received from regular zone patrols and surveillance efforts help determine the best resource to suppress illegal dumping activity. The use of game cameras and wireless cameras have been added to live feed cameras to increase coverage in remote areas and have become an effective tool in the fight against illegal dumping. The Board of County Commissioners have implemented recommendations made by the Illegal Dumping Task Force, including the creation of the Miami-Dade Police Department's, Illegal Dumping Unit (a part of the Agricultural Section). Since the implementation of the Illegal Dumping Unit in January 2020, the increased collaboration with the DSWM's Special Investigation Unit has led to better communication, combined use of resources, and working cases jointly. As a result of these efforts, the Department has recorded 19 felony arrest cases since January 2020 to now. *(Mayor's 4Es: Environment – provide greater stewardship of the environment; Engagement – ensure increased engagement among members of the community)*

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. The DSWM will also continue to promote the department supported "Let's Clean Things Up" community pride program that incorporates messages that promote litter and illegal dumping prevention and proper use of available waste services. 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. *(Mayor's 4Es: Environment – provide*



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greater stewardship of the environment; Engagement – ensure increased engagement among members of the community; Thrive305 Priority 2 Engaged and Empowered Residents, Actions 2.1 Educate the public about County government; Action 2.2 Create easy pathways for civic engagement in County government; Priority 8 Resilient Communities Designed By and For Residents, Action 8.3 Launch a countywide initiative to educate and engage residents to protect and clean our environment; Priority 12 Government that Cares and Responds, Action 12.1 Improve communication with the public through messengers and messages that meet people where they are)

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. The Department entered into a 12-year power purchase agreement with Homestead Energy Services (HES) for 15 megawatts (about 30% of the excess power) in 2017. We are also in preliminary discussions with HES for the purchase of an additional 10 megawatts. The Department continues to pursue other energy revenue opportunities, including submitting proposals to Seminole County, 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 or consolidation of County facilities on the same property to benefit from the energy generated. Simultaneously, with the expiration of the PPA and the completion of the payback for the bonds, there was no net benefit or loss. *(Mayor's 4Es: Economy – promote a stronger and more sustainable economy; Environment – provide greater stewardship of the environment)*

Achievement of Milestones

- Government Finance Officers Assoc. (GFOA) Certificate of Excellence – 27 years
- Implementation of Appointment Bulky
- The DSWM has received \$146 million to date in FEMA reimbursements for debris cleanup and repairs associated with Hurricane Irma (September 2017) which represents 90.9% of the total cost of \$160.6 million.
- The Department will receive twenty (20) new automated, clean diesel, side-loading garbage trucks in 2022 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 (20) automated side loaders, the DSWM will have another

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busy year. The equipment and vehicles currently on order are the following: twenty (20) truck tractors, twelve (12) cranes, six (6) trash trucks, six (6) roll-offs, two (2) bull dozers, two (2) front end loaders, twenty-four (24) aluminum trailers, two (2) rear loading garbage trucks, four (4) small rear loaders, seven (7) heavy pieces of equipment and twenty (20) light vehicles. Among the benefits of having new equipment are lower repair and maintenance costs.

- Recognized for national awards: (3) NACo Achievement Awards (for “Dedicated Illegal Dumping Collection Program,” “Insecticide Resistance Monitoring Program” and “Illegal Dumping Suppression Collaboration Program”).
- Developed elementary school curriculum for science teachers to utilize as a teaching tool to educate students on the life cycle of the mosquito.
- Mosquito Control Division aided in finding new invasive species (*Aedes scapularis*) in Miami-Dade County.

Opportunities

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:

Garbage Collection and Disposal Services (County Departments): The current County Garbage Collection and Disposal Services contract expires in November 2022, and the Department has been presented with the opportunity to begin providing waste collection and disposal services to all County facilities. Staff has begun analyzing and preparing a detailed plan that will outline how the Department intends to provide waste collection services at the various Miami-Dade County facilities. (*Mayor’s 4E: Environment – Provide greater stewardship of the environment*).

Trash Roll-Off/Dumpster Service: The DSWM is exploring a new revenue stream option, trash roll-off/dumpster service. This type of service will entail the Department dropping off a dumpster/roll-off container that our customer can use at his or her leisure for small renovation projects, spring cleaning, etc. Once filled the customer would contact the Department for removal and disposal. In addition to the roll-off/dumpster service being a viable revenue source, this service would allow the DSWM to properly dispose of the waste and minimize potential littering and/or illegal dumping. (*Mayor’s 4E: Environment – Provide greater stewardship of the environment*).

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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. As technology continues to evolve, the Department would like to test its capabilities and seek Local, State and Federal funding opportunities to support this effort. This rapidly improving technology will generate zero emissions, reduce operating noise, eliminate fuel leaks during transport, and provide 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. *(Mayor's 4E: Environment – Provide greater stewardship of the environment).*

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 reduce the need for 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 feasible. A mobile metals plant has been constructed and is being operated by Covanta at the Resource Recovery facility. The pilot project commenced operations in February 2021 and the plant extracts metals, clinker, and processed ash; the products are all being reused as against being landfilled. Another benefit would include a positive contribution to meeting State adopted recycling goals. *(Mayor's 4E: Environment – Provide greater stewardship of the environment).*

Fleet Telematics/Driver Safety: The DSWM is seeking a Fleet Telematics Driver Safety Solution that will include all hardware, software licenses, equipment, materials, labor,



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installation labor, planning, design, configuration, interfaces development, testing, training, documentation, implementation, supervision, project management and all other items necessary to install an integrated turnkey Solution for the County, as well as subsequent software and hardware maintenance, escrow, and technical support services throughout the term of the resultant contract.

The project will be composed of cameras (exterior and interior-facing), a GPS, and sensors that interface with the onboard engine control unit of vehicles to provide insight on the operations of DSWM vehicles on County roadways. There will be options to add more cameras in different locations on the vehicles (e.g., side, rear, hopper, etc.) for an additional fee. The solution provides for a proactive approach to driver safety, where the data combined from video, the vehicle engine control module, sensors, and GPS identify and analyze poor driving habits for correction before an accident occurs. The system provides valuable insights and evidence when an accident does occur. The solution will enable the County to take a more proactive stance on safety, where they will be able to leverage available system data to design training programs and intervention strategies to reduce risk and help drivers be safer on County roadways each day.

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:

- Monthly In-house Comprehensive 4-hour Defensive Driving Training Course for Professional TruckDrivers who have had preventable collisions; The goal is to host a minimum of nine (9) training sessions per year. This goal is based on a minimum of 8 and maximum of 15 employees per session. (FY 21~22 and FY 22~23).
- Department of Transportation (DOT) Drug and Alcohol Training for CDL Holders (Ongoing)
- Investigation and Reporting Skills for Safety Incidents Training - 4 hours
Objective: To provide supervisors and managers with the proper tools to investigate and report safety incidents; analyze trends; reduce liability. The projected goal is to host a minimum of two (2) training sessions per year via virtual platform. (Projected start: FY 21~22 and ongoing for FY 22~23).
- Implementation of annual Employee Rewards and Recognition Program (Projected start: FY 21~22; projected completion FY 22~23)



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- Development and implementation of a DSWM “Get Home Safe” Safety Campaign (Safety Spotlight Digital Newsletter, Safety Banners at operational facilities, Department Director’s Safety Video, and Safety Pledge); Projected to launch FY 21~22 and ongoing for FY 22~23 (*Thrive305 Priority 12 Government that Cares and Responds, 12.1 Improve communication with the public through messengers and messages that meet people where they are.*)

Obstacles

The DSWM continues to overcome some operational and capital challenges 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. 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 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



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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 \$23 per megawatt hour, about 70% less than the prior \$85 per megawatt hour PPA rate with PEF. The DSWM is seeking 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 terminated 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:

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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 (FDEP) Solid Waste Annual Report reflects that the overall State recycling rate for 2020 was 50%. Miami-Dade County achieved a recycling rate of 27%. In FY2020-21, DSWM staff participated in a work group along with other Florida County representatives to develop the "**County-coordinated Guidance on a New State Diversion Goal and Benchmarks**" and is in support of the proposed 5-part recommended approach to a new state recycling goal (work group facilitated by Willie Puz, Director of Public Affairs & Recycling, Solid Waste Authority of Palm Beach County). Senate Bill 1156 and House Bill 935 have been proposed, and the bills require the FDEP to conduct a study on the establishment of a new long-term, statewide recycling goal as well as provide the general requirements for the study. The DSWM will continue to monitor this legislation. (*Mayor's 4E: Environment – provide greater stewardship of the environment*)

Recycling Contamination: The DSWM supports actions to repeal House Bill 73 passed in the 2020 Legislative Session that amends Florida Statute 403.706 specifying requirements in contracts between residential recycling collectors or recovered materials processing facilities and counties or municipalities for the collection or processing of residential recycling material 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. Repealing and 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. (*Mayor's 4E: Environment – provide greater stewardship of the environment*)

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 \$8.5 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 recommends that EfW-generated electricity be encouraged by amending the definition of "Customer-owned renewable generation" codified in F.S. 366.91 to include government owned EfW facilities utilizing municipal



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solid waste as fuel. Another alternative to addressing this problem includes requiring investor-owned utilities to purchase a minimum amount of WTE-generated electricity and/or allowing net metering or self-service wheeling of power from government owned WTE facilities over privately owned and operated utility transmission lines. (*Mayor's 4E: Environment – provide greater stewardship of the environment*)

PRIORITY INITIATIVES

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

58th Street Campus Design: The DSWM has begun the process to develop an overall conceptual plan and associated list of requirements for an entirely re-designed DSWM Campus meant to accommodate all administrative functions and support services in a single, well-laid out and attractive design that optimizes DSWM operations. As a part of this design, the DSWM will identify opportunities to share space and partner with other County Departments (such as the Internal Services Department, Fleet Division and Transportation and Public Works, Road and Bridge).

Mosquito Control:

- West Nile Virus (WNV) is endemic to the United States, and evidence to date shows that the virus is circulating in the state of Florida, and in Miami-Dade County, where we have confirmed human incidence of the disease. WNV represents a serious public health threat, separate and distinct from other mosquito-borne diseases such as Zika and dengue (different mosquito vectors). An important priority initiative will be to more thoroughly investigate the occurrence of the virus, initially through testing of selected species of mosquito populations. However, WNV, unlike viruses transmitted by *Aedes aegypti*, utilizes birds as intermediate hosts and the presence of circulating virus can be detected by the use of sentinel chickens, which are periodically blood-tested for laboratory examination. The priority will be to review this type of system, both technically and from a cost-benefit analysis, to determine if this is the optimum method to monitor the prevalence of this virus in the community.
- 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

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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: The Department will implement the waste oil recycling to residential customers at seven Trash & Recycling Centers. This initiative will provide increased convenience to DSWM customers and help promote the County's mission of protecting our drinking water supply. *(Mayor's 4Es: Environment – provide greater stewardship of the environment; Equity – foster greater equity in the provision of services)*

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. *(Mayor's 4E: Environment – provide greater stewardship of the environment)*

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.

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, and a County-owned site in the City of Miami Gardens. *(Mayor's 4E: Environment – provide greater stewardship of the environment)*

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.

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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 (SWABS Deployment): The DSWM is nearing completion an effort to replace the outdated Mainframe Waste Collection System (WCS), a basic customer accounts and relationship management system. The new WCS (renamed SWABS) consists of several DSWM Operations and Administrative modules (Accounts Management/Invoicing and Billing, Customer Care, Payment Processing Lien and Legal). The phased implementation will wrap up by mid-FY21-22. The new system provides the public with access to the following functions: 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.

TRC Access Management System-Landscaper and Handyman Enhancement: With the Landscaper and Handyman Enhancement now completed, the DSWM is moving forward with adding an online payments module.

Waste Disposal Scale House Weighing & Billing system: By the middle of FY 2021-22, the Department expects to complete an ongoing replacement of its weighing and billing system for its scale houses, implementing a software upgrade that provides for improved functionalities and efficiencies in addition to full (PCI) compliance.

Online/Mobile Device Applications: The DSWM has largely deployed a series of 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. The last components, including a mobile payments function, a Bulky Trash Appointment Application and a Recycling Information Application are planned for FY21-22. *(Mayor's 4Es: Equity – foster greater equity in the provision of services and Engagement – ensure increased engagement among members of the community; Thrive305 Priority 2 Engaged and Empowered Residents, Action 2.2 Create easy pathways for civic engagement in County government.)*

Driver Safety/Fleet Telematics: The DSWM working jointly with ITD and DTPW, has prepared a draft RFP related to a proposed onboard Driver Safety/Fleet Telematics

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system with an estimated FY21-22 procurement and an FY 22-23 implementation. This system will upload a video recording of "triggered" incidents or events to a cloud-based solution for data analysis and reporting via 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.

Electronic Data Management System (EDMS): The DSWM recently implemented a document storage solution for the Enforcement Division. This program provides enforcement account case histories and enables the enforcement officers to have a centralized storage and review repository for their photos, letters, and other related enforcement items. This application has the capability of interfacing with related applications for additional efficiencies. In the coming year, the DSWM expects to roll out this storage solution for the Technical Services section of the Department. In this way, important records concerning waste facilities and operations can be better preserved to meet state requirements.

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. Based on the age of the facility, the Department is exploring the possibility of siting, permitting, and constructing a replacement Energy-from-Waste facility. *(Mayor's 4E: Environment – provide greater stewardship of the environment)*

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 has initiated work with a consultant to explore future recycling opportunities/options that can be considered once the current collection and processing contracts expire. *(Mayor's 4E: Environment – provide greater stewardship of the environment)*

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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. Collaborative research will build upon on-going efforts to address key questions which are essential to the Mosquito Control Division.

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 in September 2019, the Department continues to evaluate its fees and will recommend adjustments as needed. Commercial waste collection rates and services, for example, continue to be restructured to better cover costs and provide improved customer service. The Department also adjusted 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). *(Mayor's 4E: Economy – promote a stronger and more sustainable economy)*

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 in FY 2021-22, DSWM anticipates implementation in FY 2022-23. 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



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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. Ordinance 96-30 was enacted to protect DSWM's system and financial integrity from Incorporations and Annexations. Annexations 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. *(Mayor's 4E: Economy – promote stronger and more sustainable economy)*

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 \$8.5 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 backs efforts to encourage EfW-generated electricity and has included an item in its legislative package to support actions such as including EfW micro-grids where government owned facilities will be able to provide power to other local government infrastructure (i.e. airports, wastewater treatment plants, etc.) as an offset to electric energy provided by the electric utility during an applicable billing period and removing regulatory and market barriers preventing local governments from providing self-generated electricity, either directly or via net metering, to other non-contiguous government owned facilities.



Attachment 1

Business Plan Report

As Of <= 02/25/2022

Business Plan Report
Solid Waste Management

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2021-22 Annualized Target	FY2022-23 Annualized Target
Customer	Provide Quality Residential Garbage, Trash and Recycling Collection Services	N12: Continuity of clean water and community sanitation services	N12-3: Provide adequate and sustainable solid waste collection and disposal capacity	Number of curbside recycling complaints per 10,000 participating households	Jan '22		10.9	6.4	6.4	6.4	
				Number of Garbage Complaints Received per 10,000 households	Jan '22		6	4	48	4	
				Number of Missed Garbage Complaints Received Per 10,000 Households	Jan '22		6	4	48	4	
				Percentage of Automated and Manual Garbage Routes completed on time	Jan '22		80.4%	98.0%	98.0%	98.0%	
				New Household Accounts added to Solid Waste Collections (Monthly)	Jan '22		129	n/a	n/a	n/a	
	Improve Programs that Promote Neighborhood & Rights-of-Way Aesthetics, & Environmental Conditions	N11: Safe, healthy and attractive neighborhoods and communities	N11-1: Promote livable and beautiful neighborhoods	Number of Bulky Waste complaints per 1000 Regular Bulky Waste orders created (New)	Jan '22		84.5	28.0	28.0	18.0	
				Percentage of scheduled illegal dumping piles picked up	Jan '22		76.2%	95.0%	95.0%	95.0%	
				Measure - Investigate illegal Dumping Complaints received via 311 within one week of Receipt (new)	Jan '22		96%	95%	95%	95%	
				Total Residential Enforcement Actions	Dec '21		2,715	2,915	34,980	34,980	
				Litter Tons	Jan '22		9	0	0	0	
Financial	Provide Safe, Attractive and Structurally Sound ROWs and Infrastructure for Both General and Special Populations	TM3: Well-maintained, modern transportation infrastructure and assets	TM3-1: Harden and maintain roadway infrastructure	Single Stream Recycling Program Tons	Jan '22		5,103	5,000	n/a	n/a	
				Response to Mosquito Nuisance Complaints within 48 hours	Jan '22		100.0%	100.0%	98.3%	100.0%	
	Provide Timely and Satisfactory Resolution to Customer Needs, Requests & Inquiries	GG1: Accessible, fair and responsible government	GG1-2: Support a customer-focused organization	Average Illegal Dumping Pick-up Response Time	Jan '22		6	4	4	4	
				Average Bulky Waste Response Time in Calendar Days	Jan '22		7.0	7.0	7.0	7.0	
	Meet Budget Targets Quarterly			Disposal Revenue Tons - Garbage	Jan '22		103,616	100,828	1,209,936	n/a	
				Disposal Revenue Tons - Trash	Jan '22		49,985	53,595	643,140	n/a	
	Monitor Overtime and Temporary Expenditures	GG4: Effective leadership and management practices	GG4-2: Effectively allocate and utilize resources to meet current and future operations and capital needs	Disposal Full Fee Revenue Tons	Jan '22		153,601	154,423	1,809,646	n/a	
				Temporary Expenditure (Administration)	Jan '22		\$0	\$4,283	\$51,400	\$0	
	To Reduce Disposal Accounts receivable delinquencies	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Overtime Expenditure (WM Operations)	Jan '22		\$860,896	\$288,143	\$3,381,048	\$1,009,063	
				Temporary Expenditure (WM Operations)	Jan '22		\$0	\$5,392	\$64,704	\$64,704	
Internal	Meet Budget Targets (Solid Waste)			Overtime expenditure (Administration) (New)	Jan '22		\$22	\$91	\$10,692	\$9,900	
				Total Accounts Receivable	'22 FQ1		\$7,789.0K	\$5,875.0K	\$5,875.0K	\$5,875.0K	
	Ensure Ongoing Compliance with local, state, and Federal Regulations	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Revenue: Total (Solid Waste)	'21 FQ4		\$118,113K	\$135,113K	n/a	n/a	
				Expen: Total (Solid Waste)	'21 FQ4		\$121,919K	\$135,113K	n/a	n/a	
	Improve Service Request Responsiveness			Positions: Full-time Filled (Solid Waste)	'21 FQ4		986	1,112	n/a	n/a	
				Disposal System Level of Service (in Years)	2021 FY		11	6	6	5	
	Learning and Growth	Provide Training and Employee Development Opportunities	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Percentage of Purchases Processed as Change Orders	Jan '22		30%	25%	25%	25%
					Percentage of Purchases Processed as 'Confirmation Purchases'	Jan '22		n/a	2%	2%	2%
					Average Number of Days from Request to Completion	Jan '22		30	30	13	5
					Bid Reviews Completed	Jan '22		2	n/a	n/a	n/a
Payment Requests Processed					Jan '22		0	n/a	n/a	n/a	
Work Orders Processed					Jan '22		10	n/a	n/a	n/a	
				Total No. of Training Sessions	Jan '22		15	8	96	96	
				No. of safety inspections conducted	Jan '22		18	18	216	216	

Initiatives

Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Ensure Ongoing Compliance with local, state, and Federal Regulations	Munisport Landfill Grant	12/24/2019	In Progress						Kelapanda, Achaya (DSWM)
	Virginia Key Landfill Grant	8/23/2019	In Progress						Kelapanda, Achaya (DSWM)
Provide Quality Residential Garbage, Trash and Recycling Collection Services	Replace Waste Collection System (WCS)	2/10/2020	In Progress						Silver, Deborah F. (DSWM)
Provide Quality Administrative and Operational Support that Drives Effectiveness and Efficiency in Service Delivery	Biometric Time Clocks Project Deployment	2/10/2020	On Hold						Silver, Deborah F. (DSWM)

Name contains any Solid Waste Management



MIAMI-DADE COUNTY **TRAVEL EXPENSE REPORT**

CANCELLED

T#

SP21030

DATE

March 22, 2022

INDEX CODE

SP420DIRECT2

DIVISION

Director's Office

DESTINATION

San Juan, Puerto Rico

RETURN DATE

Wednesday, October 20, 2021

TRAVELER Hydi Webb

PRINT NAME

DEPARTMENT Port Miami

VACATION COMBINED WITH TRIP:

YES ☐

NO ☐

DEPARTURE DATE Sunday, October 17, 2021

(Section 1)

Airfare - \$234.87

PREPAID EXPENDITURES (NON-REIMBURSABLE)		
BY COUNTY		
CREDIT CARD	CHECK	ISD (Fleet)
TRANSPORTATION (Air Fare Only)	\$234.87	N/A
REGISTRATION FEE		N/A
ISD FLEET CAR RENTAL (est.)	N/A	N/A
OTHER (specify)		N/A
TOTALS	\$234.87	\$

PREPAID EXPENDITURES (REIMBURSABLE)
BY TRAVELER
N/A
\$

(Section 2)

MILEAGE EXPENSE (If personal car used-include supporting documents for miles claimed)

DATE	FROM	TO	MILES
TOTAL MILES			

@ CURRENT RATE = \$

(Section 3)

TRAVELER SUBSISTENCE EXPENSES

	Date	Date	Date	Date	Date	Date	Date	
DAY OF WEEK (Mon., Tue., etc.)								
MM/DD/YY (ie: 9/30/06)								
ITEMS								TOTAL
AIR TRAVEL *								
TAXI, AUTO RENTAL								
MEALS & INCIDENTALS								
LODGING (Receipt Attached)								
PER DIEM (Domestic/Foreign)								
REGISTRATION *								
COMMUNICATIONS								
OTHER (Specify: tolls, gas, etc.)								
TOTAL								0.00

* Only if traveler pre-paid and is claiming reimbursement

I certify that some meals were _____ or were not _____ included in this trip. Additionally, I have not requested reimbursement of those meals which were included. I certify that the above is a true and correct statement of travel expenses incurred while conducting County business.

Hydi Webb
Traveler

4/22/22
Date

Department Director and/or Mayor's Rep.

Date

Hydi Webb

Print Name

Jimmy Morales

Print Name

ATTACH ALL RECEIPTS

FINANCE USE ONLY—DO NOT WRITE BELOW THIS LINE

(NON-REIMBURSABLE)

(REIMBURSABLE TO TRAVELER)

TOTAL PREPAID EXPENDITURES BY COUNTY

(Sec. 1) \$

TOTAL MILEAGE CLAIMED

(Sec. 2) \$

ISD FLEET CAR RENTAL (if applicable)

(Sec. 1) \$

TOTAL TRAVELER'S SUBSISTENCE EXPENSES

(Sec. 3) \$

TOTAL PREPAID EXPENDITURES

(A) \$

TOTAL TRAVELER'S EXPENSES

(Section 2 + 3)

(B) \$

LESS FUNDS ADVANCED \$()

AMOUNT DUE (TO/FROM) TRAVELER \$

EXPENSES INCURRED ON THIS TRIP—GRAND TOTAL (A + B) \$

*THIS FORM MUST BE RETURNED TO THE FINANCE DEPARTMENT WITHIN FIVE (5) WORKING DAYS FOLLOWING RETURN FROM TRIP.



MIAMI-DADE COUNTY **TRAVEL EXPENSE REPORT**

CANCELLED

T# SP22030
DATE March 22, 2022
INDEX CODE SP420DIRECT2
DIVISION Director's Office
DESTINATION San Juan, Puerto Rico
RETURN DATE Wednesday, October 20, 2021

TRAVELER Hydi Webb
PRINT NAME
DEPARTMENT PortMiami
VACATION COMBINED WITH TRIP: YES ☐ NO ☐
DEPARTURE DATE Sunday, October 17, 2021

(Section 1)

Airfare - \$234.87

PREPAID EXPENDITURES (NON-REIMBURSABLE)		
BY COUNTY		
CREDIT CARD	CHECK	ISD (Fleet)
TRANSPORTATION (Air Fare Only)	\$234.87	N/A
REGISTRATION FEE		N/A
ISD FLEET CAR RENTAL (est.)	N/A	N/A
OTHER (specify)		N/A
TOTALS	\$234.87	\$

PREPAID EXPENDITURES (REIMBURSABLE)
BY TRAVELER
N/A
\$

(Section 2)

MILEAGE EXPENSE (If personal car used-include supporting documents for miles claimed)

DATE	FROM	TO	MILES
TOTAL MILES			

@ CURRENT RATE = \$

(Section 3)

TRAVELER SUBSISTENCE EXPENSES

	Date	Date	Date	Date	Date	Date	Date	
DAY OF WEEK (Mon., Tue., etc.)								
MM/DD/YY (ie: 9/30/06)								
ITEMS								TOTAL
AIR TRAVEL *								
TAXI, AUTO RENTAL								
MEALS & INCIDENTALS								
LODGING (Receipt Attached)								
PER DIEM (Domestic/Foreign)								
REGISTRATION *								
COMMUNICATIONS								
OTHER (Specify: tolls, gas, etc.)								
TOTAL								0.00

* Only if traveler pre-paid and is claiming reimbursement

I certify that some meals were _____ or were not _____ included in this trip. Additionally, I have not requested reimbursement of those meals which were included. I certify that the above is a true and correct statement of travel expenses incurred while conducting County business.

Traveler Hydi Webb Date 3/22/22 Department Director and/or Mayor's Rep. Jimmy Morales Date 3/30/22
Print Name

ATTACH ALL RECEIPTS

FINANCE USE ONLY-DO NOT WRITE BELOW THIS LINE

(NON-REIMBURSABLE)

(REIMBURSABLE TO TRAVELER)

TOTAL PREPAID EXPENDITURES BY COUNTY (Sec. 1) \$ _____ TOTAL MILEAGE CLAIMED (Sec. 2) \$ _____
ISD FLEET CAR RENTAL (If applicable) (Sec. 1) \$ _____ TOTAL TRAVELER'S SUBSISTENCE EXPENSES (Sec. 3) \$ _____
TOTAL PREPAID EXPENDITURES (A) \$ _____ TOTAL TRAVELER'S EXPENSES (Section 2 + 3) (B) \$ _____
LESS FUNDS ADVANCED \$(_____)
EXPENSES INCURRED ON THIS TRIP--GRAND TOTAL (A + B) \$ _____ AMOUNT DUE (TO/FROM) TRAVELER \$ _____

*THIS FORM MUST BE RETURNED TO THE FINANCE DEPARTMENT WITHIN FIVE (5) WORKING DAYS FOLLOWING RETURN FROM TRIP.

Pay your real estate taxes or you could lose your home. Fair? Advocacy group says no



BY LEW SICHELMAN
Andrews McMeel Syndication

Deborah Foss is a 67-year-old grandmother in New Bedford, Massachusetts, who survives on a small fixed income from Social Security. She has several medical conditions, including chronic lymphocytic leukemia, COPD and neuropathy.

She used to be a homeowner but now resides in her car.

She no longer has a roof over her head — largely because an investor in tax liens took the equity she had in her home. But with the help of a nonprofit legal group, she is fighting back.

Foss has filed suit against Massachusetts, challenging a law that allows private investors to confiscate all the equity owners have in their homes — above and beyond what they owe in back taxes and interest on the unpaid balance.

Pacific Legal Foundation is the nonprofit representing Foss, as well as homeowners in other states who have suffered the same fate. Between 2014 and 2020, according to PLF, Massachusetts has allowed the taking of some \$37 million more than what owners owed in property taxes. In Foss' case, she was delinquent on roughly \$30,000 in back taxes, yet the private investor who purchased her tax lien foreclosed, taking a house that was valued at \$241,600.

That's what makes investing in tax liens so profitable. Though PLF does not have an exact count, "it's fairly safe to say" investors have raked in "hundreds of millions" nationally, senior attorney Christina Martin told me. She called the practice "despicable."

While it's entirely legal to collect on tax liens, PLF argues that collecting more than what's owed amounts to "equity theft." Says Martin: "We believe it's not only unconstitutional, but excessive punishment." And the Sacramento-based legal group is having none of it.

PLF, which defends people from government overreach, says 11 states — Alabama, Arizona, Connecticut, Illinois, Maine, Massachusetts, Minnesota, Nebraska, New Jersey, New York and Oregon — allow this sort of thing, which can affect commercial and residential property owners alike. A handful of other states have loopholes that allow the practice.

But a few states have seen the folly of legalized tax lien thievery and changed their rules. Last month, Wisconsin modified its law to ensure that property taxes are paid, while providing that former homeowners receive whatever is left over from the sale of their property. North Dakota and Montana have done the same.

In Michigan, meanwhile, the state's supreme court found the old lien law violated the state's constitution, ruling that people have a right to any surplus equity in their homes after back taxes are settled. In the case that spurred that ruling, Oakland County

sold Uri Rafaeli's house at auction for \$24,500 because he underpaid his property tax by \$8.41. The county took all of the proceeds.

Nevertheless, PLF is now working with eight homeowners in their suit against the same county Michigan's high court ruled against. They are seeking to recover hundreds of thousands of dollars in equity lost when the county treasurer took their homes as payment for tax debts totaling only a fraction of their value.

According to PLF, the city of Southfield, Michigan (where Rafaeli lived), took advantage of a loophole in the state law that lets cities buy foreclosed homes from the county for the cost of the tax debt — while not paying former owners the difference. While this scheme is a boon to some well-connected businesses in the area, it perpetuates the predatory seizure of home equity, says attorney Martin.

"When the government takes private property, it must pay just compensation, no matter how it acquires the property," she says. "The government has compensated homeowners with forgiveness of debts worth only a fraction of the homes that the government took. That is unconstitutional and unjust."

In New Jersey, the group is aiding an East Orange property owner who is challenging a state tax scheme that allowed the city to take her commercial property because she paid her taxes late. The property was worth about \$80,000 more than she owed.

Lynette Johnson purchased the property in 2014

but claims she never received her tax bill for that year. Unbeknownst to her, the city purchased a lien on her property, foreclosed and sold the property to private investors for \$101,000 in 2018. The city kept every penny from the sale, leaving Johnson with nothing.

"Although the government can take property to settle back taxes, it isn't entitled to anything more than it's owed," says David Deerson, the PLF attorney representing Johnson. "When the government takes more than someone owes, it's stealing, and it's wrong."

Even in places where owners are allowed to keep what's left over, state and local jurisdictions can sell tax liens to investors, usually for pennies on the dollar. Not only can those investors force the sale of the property, they can often charge whatever interest rate they want until the lien is finally satisfied.

Still, the news isn't all bad, says Martin, citing Florida as an example. The Sunshine State requires investors to compete on the interest rates they charge. The winning bidder is the one offering the lowest rate, meaning delinquent owners will owe less interest. Investors can still foreclose to satisfy liens in the state, but what's left over must be returned to the former owner.

There are several lessons here, with No. 1 being, "Pay your taxes." States aren't the only entities that can take your house in lieu of payment: Private investors can, too. So can Uncle Sam, if you don't pay your income taxes.

Lew Sichelman has been covering real estate for more than 50 years. He is a regular contributor to numerous shelter magazines and housing and housing-finance industry publications. Readers can contact him at lsichelman@aol.com.

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As Of <= 02/25/2022

Business Plan Report
Solid Waste Management

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2021-22 Annualized Target	FY2022-23 Annualized Target
Customer	Provide Quality Residential Garbage, Trash and Recycling Collection Services	NI2: Continuity of clean water and community sanitation services	NI2-3: Provide adequate and sustainable solid waste collection and disposal capacity	Number of curbside recycling complaints per 10,000 participating households		Jan '22		10.9	6.4	6.4	6.4
				Number of Garbage Complaints Received per 10,000 households		Jan '22		6	4	48	4
				Number of Missed Garbage Complaints Received Per 10,000 Households		Jan '22		6	4	48	4
				Percentage of Automated and Manual Garbage Routes completed on time		Jan '22		80.4%	98.0%	98.0%	98.0%
				New Household Accounts added to Solid Waste Collections (Monthly)		Jan '22		129	n/a	n/a	n/a
				Number of Bulky Waste complaints per 1000 Regular Bulky Waste orders created (New)		Jan '22		84.5	28.0	28.0	18.0
				Percentage of scheduled illegal dumping piles picked up		Jan '22		76.2%	95.0%	95.0%	95.0%
	Improve Programs that Promote Neighborhood & Rights-of-Way Aesthetics, & Environmental Conditions	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-1: Promote livable and beautiful neighborhoods	Measure - Investigate Illegal Dumping Complaints received via 311 within one week of Receipt (new)		Jan '22		96%	95%	95%	95%
				Total Residential Enforcement Actions		Dec '21		2,715	2,915	34,980	34,980
	Provide Safe, Attractive and Structurally Sound ROWs and Infrastructure for Both General and Special Populations	TM3: Well-maintained, modern transportation infrastructure and assets	TM3-1: Harden and maintain roadway infrastructure	Litter Tons		Jan '22		9	0	0	0
				Single Stream Recycling Program Tons		Jan '22		5,103	5,000	n/a	n/a
				Response to Mosquito Nuisance Complaints within 48 hours		Jan '22		100.0%	100.0%	98.3%	100.0%
	Provide Timely and Satisfactory Resolution to Customer Needs, Requests & Inquiries	GG1: Accessible, fair and responsible government	GG1-2: Support a customer-focused organization	Average Illegal Dumping Pick-up Response Time		Jan '22		6	4	4	4
				Average Bulky Waste Response Time in Calendar Days		Jan '22		7.0	7.0	7.0	7.0
				Disposal Revenue Tons - Garbage		Jan '22		103,616	100,828	1,209,936	n/a
Financial	Meet Budget Targets Quarterly			Disposal Revenue Tons - Trash		Jan '22		49,985	53,595	643,140	n/a
				Disposal Full Fee Revenue Tons		Jan '22		153,601	154,423	1,809,646	n/a
				Temporary Expenditure (Administration)		Jan '22		\$0	\$4,283	\$51,400	\$0
	Monitor Overtime and Temporary Expenditures	GG4: Effective leadership and management practices	GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs	Overtime Expenditure (WM Operations)		Jan '22		\$860,896	\$288,143	\$3,381,048	\$1,009,063
				Temporary Expenditure (WM Operations)		Jan '22		\$0	\$5,392	\$64,704	\$64,704
				Overtime expenditure (Administration) (New)		Jan '22		522	891	10,692	9,900
				Total Accounts Receivable		'22 FQ1		\$7,789.0K	\$5,875.0K	\$5,875.0K	\$5,875.0K
	To Reduce Disposal Accounts receivable delinquencies	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Revenue: Total (Solid Waste)		'21 FQ4		\$118,113K	\$135,113K	n/a	n/a
				Expen: Total (Solid Waste)		'21 FQ4		\$121,919K	\$135,113K	n/a	n/a
				Positions: Full-time Filled (Solid Waste)		'21 FQ4		986	1,112	n/a	n/a
Internal	Ensure Ongoing Compliance with local, state, and Federal Regulations	GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Disposal System Level of Service (In Years)		2021 FY		11	6	6	5
	Improve Service Request Responsiveness			Percentage of Purchases Processed as Change Orders		Jan '22		30%	25%	25%	25%
				Percentage of Purchases Processed as 'Confirmation Purchases'		Jan '22		n/a	2%	2%	2%
				Average Number of Days from Request to Completion		Jan '22		30	30	13	5
				Bid Reviews Completed		Jan '22		2	n/a	n/a	n/a
				Payment Requests Processed		Jan '22		0	n/a	n/a	n/a
				Work Orders Processed		Jan '22		10	n/a	n/a	n/a
				Total No. of Training Sessions		Jan '22		15	8	96	96
	Ensure a Safe Working Environment for Employees	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	No. of safety inspections conducted		Jan '22		18	18	216	216

Initiatives											
Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners		
Ensure Ongoing Compliance with local, state, and Federal Regulations	Munisport Landfill Grant	12/24/2019	In Progress						Kelapanda, Achaya (DSWM)		
	Virginia Key Landfill Grant	8/23/2019	In Progress						Kelapanda, Achaya (DSWM)		
Provide Quality Residential Garbage, Trash and Recycling Collection Services	Replace Waste Collection System (WCS)	2/10/2020	In Progress						Silver, Deborah F. (DSWM)		
Provide Quality Administrative and Operational Support that Drives Effectiveness and Efficiency in Service Delivery	Biometric Time Clocks Project Deployment	2/10/2020	On Hold						Silver, Deborah F. (DSWM)		

Name contains any Solid Waste Management