

## Scorecard - Solid Waste Management

Information										
Name:		Solid Waste Management								
Description:		(Scorecard created 10/2015 as a result of the split from Public Works.)								
Domain:		Solid Waste Management								
Owners:		Fernandez, Michael (DSWM)								
Details										
		As Of		Actual	Business Plan Goal		FYTD Actual	FYTD Goal	Owners	
Customer										Customer
Provide Quality Residential Garbage, Trash and Recycling Collection Services										Fernandez, Michael (DSWM); Solid Waste Management
Provide Quality Residential Garbage, Trash and Recycling Collection Services										
Initiative Name		Type	As Of	Status			%	Owners		
Replace Waste Collection System (WCS)			9/16/2019	In Progress			90%	Silver, Deborah F. (DSWM); Solid Waste Management		
Percentage of Automated and Manual Garbage Routes completed on time		Sep '19			98.8%	98.0%		97.8%	98.0% Robinson, Margie (DSWM); Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Conner, Latasha (DSWM)	
New Household Accounts added to Solid Waste Collections (Monthly)		Sep '19			165	150		1,862	1,800 Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Shorunke-Jean, Bolanle O. (DSWM); Chong, Michelle (DSWM);	
Number of Garbage Complaints Received per 10,000 households		Sep '19			3	4		38	48 Henfield, Claudia (DSWM); Robinson, Margie (DSWM); Penha-Cumbermack, Debbie (DSWM)	
Number of curbside recycling complaints per 10,000 participating households		Sep '19			4.3	6.4		1.7	2.3 Love, Gayle (DSWM); Massa, Jeanmarie (DSWM)	
Number of Missed Garbage Complaints Received Per 10,000 Households		Sep '19			3	4		34	48 Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM)	
Number of Bulky Waste complaints per 1000 Regular Bulky Waste orders created		Sep '19			13.8	10.0		16.5	10.0 Howard, Ronald	
Improve Programs that Promote Neighborhood & Rights-of-Way Aesthetics, & Environmental Conditions										Fernandez, Michael (DSWM); Solid Waste Management
Improve Programs that Promote Neighborhood & Rights-of-Way Aesthetics, & Environmental Conditions										
Percentage of scheduled illegal dumping piles picked up within 8 days of receipt		Sep '19			96.4%	95.0%		97.2%	95.0% Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)	
Investigate Illegal Dumping Complaints received via 311 within one week of Receipt		Sep '19			97%	95%		96%	95% Vargas, Luis (DSWM); Jackson, Michelle J. (DSWM); Cummings, Demetris (DSWM)	
Provide Safe, Attractive and Structurally Sound ROWs and Infrastructure for Both General and Special Populations										Fernandez, Michael (DSWM); Solid Waste Management
Provide Safe, Attractive and Structurally Sound ROWs and Infrastructure for Both General and Special Populations										
Total Residential Enforcement Actions		Sep '19			2,841	2,660		33,571	31,920 Vargas, Luis (DSWM);	
Litter Tons		Sep '19			29	0		382	0 Penha-Cumbermack, Debbie (DSWM); Howard, Ronald	
Single Stream Recycling Program Tons		Sep '19			4,602	5,000		61,167	61,000 Massa, Jeanmarie (DSWM);	
Provide Timely and Satisfactory Resolution to Customer Needs, Requests & Inquiries										Fernandez, Michael (DSWM); Solid Waste Management
Provide Timely and Satisfactory Resolution to Customer Needs, Requests & Inquiries										
Average Illegal Dumping Pick-up Response Time		Sep '19			3	3		3	3 Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)	
Average Bulky Waste Response Time in Calendar Days		Sep '19			7.0	7.0		7.0	7.0 Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)	
Response to Mosquito Nuisance Complaints		Sep '19			100.0% (598.0 / 598.0)	100.0%		99.5% (10,429.0 / 10,485.0)	97.0% Washington, Elizabeth (DSWM); Petrie, William (DSWM); Cabrera, Aimee (DSWM); Clark - Robinson, Khanya (DSWM)	
Implement/Provide Quality Environmental, Smart Growth and Sustainability Programs that Support Livable Communities										Fernandez, Michael (DSWM); Solid Waste Management
Implement/Provide Quality Environmental, Smart Growth and Sustainability Programs that Support Livable Communities										
Financial										Financial
Meet Budget Targets Quarterly										Fernandez, Michael (DSWM); Solid Waste Management
Meet Budget Targets Quarterly										
Disposal Revenue Tons - Garbage		Sep '19			86,452	93,028		1,096,242	1,116,336 Shorunke-Jean, Bolanle O. (DSWM); Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Chong, Michelle (DSWM);	
Disposal Revenue Tons - Trash		Sep '19			48,488	49,397		589,911	592,764 Chong, Michelle (DSWM); Shorunke-Jean, Bolanle O. (DSWM); Galvez, David (DSWM); Anaxe, Geraldine (DSWM); Perez, Nathalie D. (DSWM)	



## Scorecard - Solid Waste Management







Disposal Full Fee Revenue Tons	Sep '19	🔴	134,940	142,425	🔴	1,686,153	1,709,100	Perez, Nathalie D. (DSWM); Chong, Michelle (DSWM); Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Shorunke-Jean, Bolanle O. (DSWM)	Disposal Full Fee Revenue Tons																																
▼ Monitor Overtime and Temporary Expenditures	Fernandez, Michael (DSWM); Solid Waste Management							Monitor Overtime and Temporary Expenditures																																	
Overtime expenditure (Administration)	Sep '19	🟢	\$2,873	\$10,500	🟢	\$56,226	\$126,000	Ruiz, Michael W. (DSWM)	Overtime expenditure (Administration)																																
Temporary Expenditure (Administration)	Sep '19	🟢	\$0	\$3,233	🔴	\$41,526	\$38,796	Ruiz, Michael W. (DSWM)	Temporary Expenditure (Administration)																																
Overtime Expenditure (WM Operations)	Sep '19	🔴	\$525,703	\$222,247	🔴	\$4,674,240	\$2,667,004	Durham-Camp, Sherra (DSWM)	Overtime Expenditure (WM Operations)																																
Temporary Expenditure (WM Operations)	Sep '19	🟢	\$24,787	\$45,591	🟢	\$481,586	\$547,108	Durham-Camp, Sherra (DSWM)	Temporary Expenditure (WM Operations)																																
▼ To Reduce Disposal Accounts receivable delinquencies	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM) ; Solid Waste Management							To Reduce Disposal Accounts receivable delinquencies																																	
Accounts receivable Disposal delinquent balance over 90 days past due (Workload Measure)	'19 Q3	🟢	\$168,395	\$250,000		n/a	n/a	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM)	Accounts receivable Disposal delinquent balance over 90 days past due (Workload Measure)																																
Total Accounts Receivable	'19 FQ4	🟢	\$5,200.0K	\$5,825.0K		n/a	n/a	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM)	Total Accounts Receivable																																
▼ Meet Budget Targets (Solid Waste)	Fernandez, Michael (DSWM)							Meet Budget Targets (Solid Waste)																																	
Expen: Total (Solid Waste)	'19 FQ4	🟢	\$109,953K	\$136,266K	🟢	\$359,893K	\$545,448K	Fernandez, Michael (DSWM)	Expen: Total (Solid Waste)																																
Revenue: Total (Solid Waste)	'19 FQ4	🟢	\$230,873K	\$136,266K	🟢	\$583,383K	\$545,062K	Fernandez, Michael (DSWM)	Revenue: Total (Solid Waste)																																
Positions: Full-time Filled (Solid Waste)	'19 FQ4		998	n/a		n/a	n/a	Fernandez, Michael (DSWM) ; Sifontes, Michelle (DSWM)	Positions: Full-time Filled (Solid Waste)																																
▼ Internal									Internal																																
▼ Office of the Mayor Assignments							Faddis, Johanna (DSWM); Cabrera, Aimee (DSWM); Solid Waste Management	Office of the Mayor Assignments																																	
Percentage of the Mayor's Office Assignments Completed Ontime	Sep '19	🟢	100% (2 / 2)	100%	🔴	75% (18 / 24)	100%	Cabrera, Aimee (DSWM)	Percentage of the Mayor's Office Assignments Completed Ontime																																
Improve the Efficiency of the Operations							Fernandez, Michael (DSWM); Solid Waste Management	Improve the Efficiency of the Operations																																	
▼ Ensure Ongoing Compliance with local, state, and Federal Regulations							Fernandez, Michael (DSWM); Solid Waste Management	Ensure Ongoing Compliance with local, state, and Federal Regulations																																	
<table><tr><th>Initiative Name</th><th>Type</th><th>As Of</th><th>Status</th><th></th><th></th><th></th><th></th><th></th><th>%</th><th>Owners</th></tr><tr><td>Munisport Landfill Grant</td><td></td><td>8/23/2019</td><td>In Progress</td><td></td><td></td><td></td><td></td><td></td><td>68%</td><td>Porcelli, Mario (DSWM); Hernandez, German (DSWM); Kelapanda, Achaya (DSWM); Solid Waste Management</td></tr><tr><td>Virginia Key Landfill Grant</td><td></td><td>8/23/2019</td><td>In Progress</td><td></td><td></td><td></td><td></td><td></td><td>25%</td><td>Porcelli, Mario (DSWM); Hernandez, German (DSWM); Kelapanda, Achaya (DSWM); Solid Waste Management</td></tr></table>									Initiative Name	Type	As Of	Status						%	Owners	Munisport Landfill Grant		8/23/2019	In Progress						68%	Porcelli, Mario (DSWM); Hernandez, German (DSWM); Kelapanda, Achaya (DSWM); Solid Waste Management	Virginia Key Landfill Grant		8/23/2019	In Progress						25%	Porcelli, Mario (DSWM); Hernandez, German (DSWM); Kelapanda, Achaya (DSWM); Solid Waste Management
Initiative Name	Type	As Of	Status						%	Owners																															
Munisport Landfill Grant		8/23/2019	In Progress						68%	Porcelli, Mario (DSWM); Hernandez, German (DSWM); Kelapanda, Achaya (DSWM); Solid Waste Management																															
Virginia Key Landfill Grant		8/23/2019	In Progress						25%	Porcelli, Mario (DSWM); Hernandez, German (DSWM); Kelapanda, Achaya (DSWM); Solid Waste Management																															
Disposal System Level of Service (In Years)	2019 FY	🟢	15	5	🟢	15	5	Porcelli, Mario (DSWM)	Disposal System Level of Service (In Years)																																
▼ Provide Quality Administrative and Operational Support that Drives Effectiveness and Efficiency in Service Delivery							Fernandez, Michael (DSWM); Solid Waste Management	Provide Quality Administrative and Operational Support that Drives Effectiveness and Efficiency in Service Delivery																																	
<table><tr><th>Initiative Name</th><th>Type</th><th>As Of</th><th>Status</th><th></th><th></th><th></th><th></th><th></th><th>%</th><th>Owners</th></tr><tr><td>Biometric Time Clocks Project Deployment</td><td></td><td>9/16/2019</td><td>On Hold</td><td></td><td></td><td></td><td></td><td></td><td>69%</td><td>Silver, Deborah F. (DSWM); Solid Waste Management</td></tr></table>									Initiative Name	Type	As Of	Status						%	Owners	Biometric Time Clocks Project Deployment		9/16/2019	On Hold						69%	Silver, Deborah F. (DSWM); Solid Waste Management											
Initiative Name	Type	As Of	Status						%	Owners																															
Biometric Time Clocks Project Deployment		9/16/2019	On Hold						69%	Silver, Deborah F. (DSWM); Solid Waste Management																															
▼ Learning and Growth									Learning and Growth																																
▼ Provide Training and Employee Development Opportunities							Fernandez, Michael (DSWM); Solid Waste Management	Provide Training and Employee Development Opportunities																																	
Total No. of Training Sessions	Sep '19	🟢	23	10	🟢	281	120	Lafortune, Ruelynn (DSWM); Lopez, Daniel (DSWM); Sifontes, Michelle (DSWM); Marlow, Myra (DSWM); Lamb, Trinese (DSWM); Arias, Ruth (DSWM); Westmoreland, La Keisha (DSWM)	Total No. of Training Sessions																																
▼ Ensure a Safe Working Environment for Employees							Sifontes, Michelle (DSWM); Arias, Ruth (DSWM); Solid Waste Management	Ensure a Safe Working Environment for Employees																																	
No. of safety inspections conducted	Sep '19	🟢	18	18	🟢	216	216	Sifontes, Michelle (DSWM); Marlow, Myra (DSWM); Lopez, Daniel (DSWM); Lamb, Trinese (DSWM); Lafortune, Ruelynn (DSWM); Arias, Ruth (DSWM)	No. of safety inspections conducted																																

Linked Objects





## Scorecard - Solid Waste Management

▼ Child Scorecards												
	Name		Owners									
	DSWM Audit and Compliance		Hankerson, Andrea A. (DSWM); Solid Waste Management									
	DSWM Intergovernmental And External Affairs		Santos, Stacy (DSWM); McDuffie-Brewster, Stacey (DSWM); Solid Waste Management									
	DSWM - Administration		Ruiz, Michael W. (DSWM); Solid Waste Management									
	DSWM - Waste Management Operations		Fernandez, Michael (DSWM); Solid Waste Management									
	DSWM (AD) Collections Operations		Durham-Camp, Sherra (DSWM); Penha-Cumbermack, Debbie (DSWM); Solid Waste Management									
	DSWM (AD) Disposal Operations		Espinosa-Anderson, Olga (DSWM); Solid Waste Management									
	DSWM (AD) Tech Svcs, Env Affairs & Mntc Operations		Porcelli, Mario (DSWM); Hernandez, German (DSWM) ; Solid Waste Management									
	DSWM Accounting and Financial Reporting Division		Rayborn, Rick (DSWM); Trabanco, Raul (DSWM); Solid Waste Management									
	DSWM Budget & Fiscal Management		Shorunke-Jean, Bolanle O. (DSWM); Perez, Nathalie D. (DSWM); Galvez, David (DSWM); Chong, Michelle (DSWM)									
	DSWM Facilities Maintenance Division		Contreras, Humberto (DSWM); Solid Waste Management									
	DSWM Landfill Division		Gomez, Francisco (DSWM); Aldama, Leslie (DSWM); Espinosa-Anderson, Olga (DSWM); Solid Waste Management									
	DSWM Personnel Services Division		Marlow, Myra (DSWM); Sifontes, Michelle (DSWM); Lafortune, Ruelynn (DSWM); Lopez, Daniel (DSWM); Solid Waste Management									
	DSWM Procurement & Contracts Mgmt. Division		Careaga, Karina (DSWM); Solid Waste Management									
	DSWM Public Information & Outreach Division		Love, Gayle (DSWM); Solid Waste Management									
	DSWM Tech Services & Env Affairs Division		Uchdorf, Wieland; Porcelli, Mario (DSWM); Hernandez, German (DSWM); Solid Waste Management									
	DSWM Transfer Division		Faddis, Johanna (DSWM); Lovely, Charles (DSWM); Palmer, Kelli (DSWM); Villanueva, Jessica (DSWM); Solid Waste Management									
	DSWM Trash Division		Howard, Ronald ; Penha-Cumbermack, Debbie (DSWM); Solid Waste Management									
	DSWM Garbage Division		Henfield, Claudia (DSWM); Robinson, Margie (DSWM) ; Penha-Cumbermack, Debbie (DSWM)									
	DSWM Fleet Management Division		Diaz, Danny (DSWM)									
	DSWM Mosquito Control		Cabrera, Aimee (DSWM); Fernandez, Michael (DSWM); Petrie, William (DSWM) ; Solid Waste Management									
	DSWM Management Information Services Division		Silver, Deborah F. (DSWM); Solid Waste Management									
	DSWM (AD) Support Services		Ruiz, Michael W. (DSWM)									
	Solid Waste Historical Data		Santos, Stacy (DSWM); Solid Waste Management									
▼ Parent Scorecards												
	Name		Owners									
	Neighborhood and Infrastructure Strategic Area Scorecard		Miami-Dade County									
▼ ActiveViews												
▼ Initiatives												
	Name		Type	As Of						%	Status	Owners
	Replace Waste Collection System (WCS)			12/16/2019						90%	In Progress	Silver, Deborah F. (DSWM); Solid Waste Management
	Munisport Landfill Grant			12/24/2019						68%	In Progress	Porcelli, Mario (DSWM); Hernandez, German (DSWM) ; Kelapanda, Achaya (DSWM); Solid Waste Management
	Virginia Key Landfill Grant			8/23/2019						25%	In Progress	Porcelli, Mario (DSWM); Hernandez, German (DSWM) ; Kelapanda, Achaya (DSWM); Solid Waste Management
	Biometric Time Clocks Project Deolovment			12/16/2019						69%	On Hold	Silver, Deborah F. (DSWM); Solid Waste Management



Scorecard - Solid Waste Management

▼ Objectives

	Name	Owners
	Provide Quality Residential Garbage, Trash and Recycling Collection Services	Fernandez, Michael (DSWM); Solid Waste Management
	Improve Programs that Promote Neighborhood & Rights-of-Way Aesthetics, & Environmental Conditions	Fernandez, Michael (DSWM); Solid Waste Management
	Provide Safe, Attractive and Structurally Sound ROWs and Infrastructure for Both General and Special Populations	Fernandez, Michael (DSWM); Solid Waste Management
	Provide Timely and Satisfactory Resolution to Customer Needs, Requests & Inquiries	Fernandez, Michael (DSWM); Solid Waste Management
	Implement/Provide Quality Environmental, Smart Growth and Sustainability Programs that Support Livable Communities	Fernandez, Michael (DSWM); Solid Waste Management
	Meet Budget Targets Quarterly	Fernandez, Michael (DSWM); Solid Waste Management
	Monitor Overtime and Temporary Expenditures	Fernandez, Michael (DSWM); Solid Waste Management
	To Reduce Disposal Accounts receivable delinquencies	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM); Solid Waste Management
	Meet Budget Targets (Solid Waste)	Fernandez, Michael (DSWM)
	Office of the Mayor Assignments	Faddis, Johanna (DSWM); Cabrera, Aimee (DSWM); Solid Waste Management
	Improve the Efficiency of the Operations	Fernandez, Michael (DSWM); Solid Waste Management
	Ensure Ongoing Compliance with local, state, and Federal Regulations	Fernandez, Michael (DSWM); Solid Waste Management
	Provide Quality Administrative and Operational Support that Drives Effectiveness and Efficiency in Service Delivery	Fernandez, Michael (DSWM); Solid Waste Management
	Provide Training and Employee Development Opportunities	Fernandez, Michael (DSWM); Solid Waste Management
	Ensure a Safe Working Environment for Employees	Sifontes, Michelle (DSWM); Arias, Ruth (DSWM); Solid Waste Management

▼ Program Groups

▼ Stoplight Charts

▼ Tasks

Commentary

Action Items

	Due Date ▲	Status ▲	Action	Owners
--	------------	----------	--------	--------

Comments

Date ▼	Author	Comment
--------	--------	---------

Attachments & Links

▼ External Links

▼ Attachments

Measures

As Of: <M/d/yyyy> 15 Sum. Lvl.: Base ▼ Comparator: Default ▼

		Name	Description	Comparator Name	Sum. Lvl.	Period	Actual	Target	Variance	Owners	Domain
	▲	Accounts receivable Disposal delinquent balance over 90 days past due (Workload Measure)	Accounts receivable Disposal balance running 90 days + past due. "Data" From Scalehouse Receivable System".	Goal - Default	Base	'20 Q1	\$41,848	\$225,000	\$183,152	Rayborn, Rick (DSWM); Trabanco, Raul (DSWM)	Solid Waste Management
	▲	Average Bulky Waste Response Time in Calendar Days	The Department receives approximately 88,000 bulky waste orders annually. DSWM Bulky Waste Response time is calculated from the date of the request to the date of the actual pick-up by the Trash Division. (Includes both compliant and non-compliant bulky pickups) Days are reported as calendar days....	Goal - Default	Base	Dec '19	7.0	7.0	0.0	Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)	Solid Waste Management
	▲	Average Illegal Dumping Pick-up Response Time	The Department responds to more than 9,000 illegal dumping complaints per year. The Waste Enforcement Officer Service Area consists of 32 zones and includes over 330,000 residential customers within the DSWM Service Area, plus the Cities of Aventura, Cutler Bay, Doral, Miami Gardens, Miami Lakes, Palmetto Bay,...	Goal - Default	Base	Dec '19	2	4	2	Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)	Solid Waste Management










## Scorecard - Solid Waste Management

	Disposal Full Fee Revenue Tons	The County charges tipping fees to Municipalities, Private Haulers and County Agencies for the use of its disposal and transfer facilities per ton. These fees are subject to annual increases based on Consumer Price Index (CPI). Currently, there are 18 cities with interlocal agreements. Disposal Full Fee Revenue...	Goal - Default	Base	Dec '19	145,444	143,849	1,595	Perez, Nathalie D. (DSWM); Chong, Michelle (DSWM); Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Shorunke-Jean, Bolanle O. (DSWM)	Solid Waste Management
	Disposal Revenue Tons - Garbage	The County charges tipping fees to Municipalities, Private Haulers and County Agencies for the use of its disposal and transfer facilities per ton. These fees are subject to annual increases based on Consumer Price Index (CPI). Currently, there are 18 cities with interlocal agreements.	Goal - Default	Base	Dec '19	97,166	93,958	3,208	Shorunke-Jean, Bolanle O. (DSWM); Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Chong, Michelle (DSWM); Perez, Nathalie D. (DSWM)	Solid Waste Management
VR	Disposal Revenue Tons - Trash	The County charges tipping fees to Municipalities, Private Haulers and County Agencies for the use of its disposal and transfer facilities per ton. These fees are subject to annual increases based on Consumer Price Index (CPI). Currently, there are 18 cities with interlocal agreements.	Goal - Default	Base	Dec '19	48,278	49,891	-1,613	Chong, Michelle (DSWM); Shorunke-Jean, Bolanle O. (DSWM); Galvez, David (DSWM); Anaxe, Geraldine (DSWM); Perez, Nathalie D. (DSWM)	Solid Waste Management
	Disposal System Level of Service (In Years)	Remaining disposal capacity in number of years greater than or equal to the minimum standard (5 years minimum) as defined by the Solid Waste Disposal Concurrence Determination. DATA: Consultant Capacity Report and FM&P Budgeted Revenue Tons. GOAL: Greater than or equal to the...	Goal - Default	Base	2019 FY	15	5	10	Porcelli, Mario (DSWM)	Solid Waste Management
	Expen: Total (Solid Waste)		Goal - Default	Base	'19 FQ4	\$109,953K	\$136,266K	\$-26,313K	Fernandez, Michael (DSWM)	Solid Waste Management
	Investigate Illegal Dumping Complaints received via 311 within one week of Receipt	The Department responds to more than 10,000 illegal dumping complaints per year. The Waste Enforcement Officer Service Area consists of 34 zones and includes over 340,000 residential customers within the DSWM Service Area, plus eight (8) cities including Aventura, Cutler Bay, Doral, Miami Gardens, Miami Lakes,...	Goal - Default	Base	Dec '19	96%	95%	1%	Vargas, Luis (DSWM); Jackson, Michelle J. (DSWM); Cummings, Demetris (DSWM)	Solid Waste Management
	Litter Tons	Tons of litter collected in the Litter Program. Includes litter from over 550 hotspots and a combined total of 1360 corridor miles serviced each month. Goal is based on Projections per Budget & Perf Tracking workload measures.	Goal - Default	Base	Dec '19	39	0	39	Penha-Cumbermack, Debbie (DSWM); Howard, Ronald	Solid Waste Management
	New Household Accounts added to Solid Waste Collections (Monthly)	New Household Accounts added to Solid Waste Collections (Monthly) The Department provides solid waste services to single-family residential units (including certain multi-family units such as duplexes) and a small number of commercial and multi-family accounts in the unincorporated portions of Miami....	Goal - Default	Base	Dec '19	388	141	247	Anaxe, Geraldine (DSWM); Galvez, David (DSWM); Shorunke-Jean, Bolanle O. (DSWM); Chong, Michelle (DSWM); Perez, Nathalie D. (DSWM)	Solid Waste Management
	No. of safety inspections conducted	The Office of Safety, ISD requires that regular inspections be conducted of all departmental facilities. Effective 10-1-12, The Safety Inspection measure also includes Vehicle and Operations Inspections.	Goal - Default	Base	Dec '19	18	18	0	Sifontes, Michelle (DSWM); Marlow, Myra (DSWM); Lopez, Daniel (DSWM); Lamb, Trinesse (DSWM); Lafortune, Rueylynn (DSWM); Arias, Ruth (DSWM)	Solid Waste Management
	Number of Bulky Waste complaints per 1000 Regular Bulky Waste orders created	The department receives approximately 88,000 bulky waste orders annually. Bulky Orders are created/ scheduled for a non-compliance pick-up or when a resident requests a regular bulky trash pick up either through the 311 Answer Center or directly to DSWM at 305-375-5544. Bulky Waste Complaints are also...	Goal - Default	Base	Dec '19	8.4	16.0	7.6	Howard, Ronald	Solid Waste Management
VR	Number of curbside recycling complaints per 10,000 participating households	There are approximately 350,000 customers participating in the County's recycling program. The service area includes the DSWM Service Area, plus twelve (12) cities. The recycling is collected by two private haulers: World Waste and Progressive Waste Solutions.	Goal - Default	Base	Dec '19	7.1	6.4	-0.7	Love, Gayle (DSWM); Massa, Jeanmarie (DSWM)	Solid Waste Management
	Number of Garbage Complaints Received per 10,000 households	There are approximately 330,000 residential garbage customers in the DSWM Service Area, plus nine (9) cities including Aventura, Cutler Bay, Doral, Miami Gardens, Miami Lakes, Opa-Locka, Palmetto Bay, Pinecrest and Sunny Isles Beach. Calculation: Number of Complaints received/ Number of households...	Goal - Default	Base	Dec '19	3	4	1	Henfield, Claudia (DSWM); Robinson, Margie (DSWM); Penha-Cumbermack, Debbie (DSWM)	Solid Waste Management
	Number of Missed Garbage Complaints Received Per 10,000 Households	The Department handles approximately 8,700 missed garbage complaints annually. [Replaces the measure - Number of Missed Garbage Complaints received per 1,000 households] Data per Waste Collection System. Calculation: # of complaints divided by monthly household count divided by the average number of...	Goal - Default	Base	Dec '19	2	4	2	Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Robinson, Margie (DSWM)	Solid Waste Management
	Overtime expenditure (Administration)	Overtime expenditure incurred by full time county employees employed in the Director's Office, Fiscal Management & Information Services, Business Management & Public Affairs. Data per County Payroll Overtime Information and from DSWM Time Tracking System. Overtime fringe costs not included. Goal:...	Goal - Default	Base	Dec '19	\$4,327	\$11,867	\$7,540	Ruiz, Michael W. (DSWM)	Solid Waste Management



## Scorecard - Solid Waste Management

 VR	Overtime Expenditure (WM Operations)	Overtime expenditure incurred by full time county employees that are employed in the Public Works and Waste Management Operations Divisions. Overtime does not include overtime fringe. Data: per County Payroll overtime data system and from PWWM Time Tracking System. Expenditure does not include...	Goal - Default	Base	Dec '19	\$325,244	\$318,099	\$-7,145	Durham-Camp, Sherra (DSWM)	Solid Waste Management
	Percentage of Automated and Manual Garbage Routes completed on time	There are 280 automated routes and 18 manual routes. A manual route consists of two (2) collectors and one (1) waste truck driver. An automated crew consists of one (1) waste truck driver. And a semi-automated route consists of one (1) collector and one (1) waste truck driver.	Goal - Default	Base	Dec '19	98.8%	98.0%	0.8%	Robinson, Margie (DSWM); Henfield, Claudia (DSWM); Penha-Cumbermack, Debbie (DSWM); Conner, Latasha (DSWM)	Solid Waste Management
	Percentage of scheduled illegal dumping piles picked up within 8 days of receipt	The Department picks up approximately 2,500 illegally dumped trash piles annually. As a DSWM SORTIE, the Department will collect 95% of all scheduled illegally dumped trash piles within eight days of scheduling. DATA: per Waste Collection System, RSN Code 17 & 28. Date does not include illegally dumped tires....	Goal - Default	Base	Dec '19	100.0%	95.0%	5.0%	Penha-Cumbermack, Debbie (DSWM); Ferguson, Virginia T. (DSWM)	Solid Waste Management
 VR	Percentage of the Mayor's Office Assignments Completed Ontime		Goal - Default	Base	Oct '19	100% (3 / 3)	100%	0%	Cabrera, Aimee (DSWM)	Solid Waste Management
	Positions: Full-time Filled (Solid Waste)		Goal - Default	Base	'19 FQ4	998	n/a	n/a	Fernandez, Michael (DSWM); Sifontes, Michelle (DSWM)	Solid Waste Management
	Response to Mosquito Nuisance Complaints	The Department is responsible for handling mosquito control for all of Miami-Dade County representing 2.6 million residents and visitors alike. The department handles approximately 9,600 mosquito complaints annually, based on historical data since 1986. The average varies based on climatic and biological...	Goal - Default	Base	Dec '19	100.0% (368.0 / 368.0)	100.0%	0.0%	Washington, Elizabeth (DSWM); Petrie, William (DSWM); Cabrera, Aimee (DSWM); Clark - Robinson, Khanya (DSWM)	Solid Waste Management
	Revenue: Total (Solid Waste)		Goal - Default	Base	'19 FQ4	\$230,873K	\$136,266K	\$94,607K	Fernandez, Michael (DSWM)	Solid Waste Management
	Single Stream Recycling Program Tons	The Department collects approximately 62,000 tons of recycled materials annually. There are approximately 350,000 customers participating in the County's recycling program. The service area includes the DSWM Service Area, plus twelve (12) cities. The recycling is collected by two private haulers: World...	Goal - Default	Base	Dec '19	5,418	5,000	418	Massa, Jeanmarie (DSWM); Love, Gayle (DSWM)	Solid Waste Management









