



Commerce City Solid Waste and Recycle Collection Program Updates

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Republic's Presentation Will Cover

- ❖ Front Range Municipal Partners
- ❖ Commerce City Program Elements
- ❖ Service Statistics and Metrics
- ❖ Operational Processes and Procedures
 - ❖ Daily Process (Prior To Launch)
 - ❖ Dual Process
 - ❖ Split Route Process
 - ❖ Missed Service Process
- ❖ Quality Control / Customer Service Processes and Procedures
- ❖ Customer Responsibilities
- ❖ Next Steps

Republic Services Municipal Business Denver Metro

❖ Dedicated Services

- ❖ Republic is a proud partner with 8 Front Range Municipalities
 - ❖ Commerce City, Edgewater, Foxfield, Greenwood Village, Lafayette, Louisville, Morrison, Sheridan
- ❖ One additional partner to come on board July 2021 - Arvada
- ❖ All partner cities have dedicated trucks, drivers, and operational support staff
- ❖ New partners coming on board will have dedicated trucks, drivers, and operational support staff
 - ❖ No negative impacts to existing partners

Commerce City – Program Elements

❖ Weekly Collection

- ❖ Residents weekly trash collection, provided 95 gallon cart. Every other week recycle collection provided 95 gallon recycle cart.
- ❖ Carts out for collection from 7 a.m. to 7 p.m.
- ❖ Program is cart content only
 - ❖ No additional bags
 - ❖ No personal or competitor carts

❖ Opt-Out Option

- ❖ Residents can Opt-Out of recycle collection, receive additional 95 trash cart in lieu of recycle.
 - ❖ No fees apply to exercise option.

Commerce City – Program Elements (Cont'd)

❖ **Additional Trash/Recycle Carts – fee based**

- ❖ \$2.75/month trash – 32, 64 or 95 ga carts available
- ❖ \$1.75/month recycle - 32, 64 or 95 ga carts available

❖ **Bulk Collection (must be scheduled by customer)**

- ❖ One (1) Free Bulk Item Per Quarter
- ❖ Additional bulk service available, \$15 per item, billed to customer

❖ **Annual Events**

- ❖ Four (4) Landfill Days Per Year – No additional fees
- ❖ Four (4) Leaf/Branch Drop Offs Per Year – No additional fees



Commerce City

Service Statistics

16,934 homes serviced weekly- Jan 2020
17,200 homes serviced weekly – July 2020
111,700 drive-bys monthly

1,739 trash tons monthly avg.
271 recycle tons monthly avg.

13.8% Diversion Rate monthly avg.

4 Trash Routes daily, Mon thru Fri.
2 Recycle Routes daily, Mon thru Fri.

6 Full Time Driver Positions
1 Full Time Supervisor Position

Commerce City Service Statistics (Cont'd)

Route	Waste Stream	Drive-Bys				
		Monday	Tuesday	Wednesday	Thursday	Friday
622	Trash	887	903	939	954	1,109
623	Trash	945	870	867	1,117	1,064
624	Trash	845	829	1,033	1,023	1,081
625	Trash	954	786	1,129	929	976
743	Recycle	839	743	814	865	1,081
744	Recycle	736	693	858	828	940
745	Recycle	864	744	825	913	966
746	Recycle	816	624	927	990	899

Route Maps - By Day and Route:

<https://www.google.com/maps/d/edit?mid=1DbyZeoN5CEq-xnFdx6cPWwjISpIcBwfD&usp=sharing>

Performance Metrics / Goals & Reporting Requirements

❖ Collection Metrics / Goals

- ❖ 99.9% Accuracy/On-Time Collection goal
- ❖ 100% Contact/Inquiry Resolution within 24 – 48 Hours

❖ Monthly Reporting Requirements

- ❖ Tonnage and Diversion Report
 - ❖ Commercial
 - ❖ Residential
- ❖ Weight tickets, disposal report by route
- ❖ Customer contact, complaint, resolution report
 - ❖ Collaboration with city staff to further segment report
- ❖ Updated monthly house count, new construction

Accuracy / On-Time Collection Goal 99.9%

2020	Jan	Feb	March	April	May	June	July
Missed Pickups	529	316	227	195	182	204	130
Service Success Rate	99.51%	99.71%	99.79%	99.82%	99.83%	99.81%	99.88%

Contact/Inquiry Resolution Goal 100%

2020	Jan	Feb	March	April	May	June	July
Number of Contacts/Inquiries	4,668	2,065	1,633	2,217	1,892	1,723	1,792

Operational Processes & Procedures

❖ Daily Process Prior to Launch

- ❖ Safety Tailgate Meetings
 - ❖ Focus Together & OSHA training (monthly)
 - ❖ Safety, Customer Experience, Productivity (3x/week)
- ❖ Up-dated routes sheets & maps provided daily
- ❖ Relief drivers assigned Commerce City route
 - ❖ briefed routing info.

Operational Processes & Procedures (Cont'd)

❖ Down Route Process

- ❖ What is a down route and how does it happen?
- ❖ Driver informs Supervisor issue, Maintenance Dept. instructions to follow.
- ❖ Dispatch communicates route areas that need support
- ❖ Supervisor creates maps for helper drivers in support areas
- ❖ Supervisor on-site to driver affected areas to ensure route completion

Operational Processes & Procedures (Cont'd)

❖ Split Route Process

- ❖ How does this happen? Only used as a last option
- ❖ Morning supervisor creates maps with sectioned out areas assigned to all other drivers available to support route
- ❖ Supervisor on-site in affected areas to ensure route completion
 - ❖ Supervisor ensures helper drivers are getting the correct areas
 - ❖ Supervisor ensures drivers will complete their selected areas and complete all collection needs
 - ❖ Supervisor will be on-site at route driving the entire section to ensure successful completion of route until everything is collected

Operational Processes & Procedures (Cont'd)

❖ Missed Service Process

- ❖ If Hauling Division is made aware of miss prior to 3 PM, recovery made by End of Day
 - ❖ Driver notified via Connect Message & provided address
 - ❖ Driver required to take a picture of recovery/not out via Connect
- ❖ If Hauling Division is made aware of miss after 3 PM, recovery is set for the following morning
 - ❖ Customers information is added to top of route sheet
 - ❖ Driver required to take a picture of recovery/not out via Connect
- ❖ Driver check out process end of day:
 - ❖ Accidents or injuries
 - ❖ Route complete confirmation
 - ❖ Vehicle Condition Report
 - ❖ Extra services and/or missed pick up recoveries completed

Operational Processes & Procedures (Cont'd)

❖ Missed Service Process – Daily Analysis

- ❖ The Operations Team does daily analyses of every Missed Pick-up (MPU) that comes in from the day prior
- ❖ Goal to reduce the MPUs to 99.9% accuracy
 - ❖ Ensure repetitive MPUs eliminated through root cause analysis.
- ❖ All Misses are analyzed by:
 - ❖ True Misses – We failed to service properly
 - ❖ Worry Call – Customer wanting to ensure they are going to be serviced and we are just getting their later than normal due to break downs, split routes, etc.
 - ❖ Customer Error – Customer states we didn't service other company's cart, failed to put out cart on time

Operational Processes & Procedures (Cont'd)

❖ Missed Service Process – Daily Analysis (Cont'd)

❖ Example of our Daily Tracker

#	Date	Account	Address	Commodity	Route	Worry Call	Customer Error	True Miss	Why?
1	2020-Jul-27	7514958	7750 LOCUST ST COMMERCE CITY CO 80022	Trash	1622	x			Customer called in at 3:31pm. Driver was behind for the day and serviced them at 4:47pm
2	2020-Jul-27	7515770	9671 EAGLE CREEK PKWY COMMERCE CITY CO 80022	Trash	4622			x	Shows driver there at 7:58am on Day of Service
3	2020-Jul-27	7507602	15612 E 96TH WAY COMMERCE CITY CO 80022	Trash	4624			x	Driver broke down earlier and needed help; helper and driver failed to communicate on what sections he needed help on
4	2020-Jul-27	7507714	15612 E 96TH WAY COMMERCE CITY CO 80022	Trash	4624			x	Driver broke down earlier and needed help; helper and driver failed to communicate on what sections he needed help on
5	2020-Jul-27	7501282	10443 OURAY ST COMMERCE CITY CO 80022	Trash	5625			x	Driver failed to service home
6	2020-Jul-27	7507705	15612 E 96TH WAY COMMERCE CITY CO 80022	Trash	4624			x	Driver broke down earlier and needed help; helper and driver failed to communicate on what sections he needed help on
7	2020-Jul-27	7510884	5960 MAGNOLIA ST COMMERCE CITY CO 80022	Recycle	1744	x			Customer called in at 11:03am. We serviced them at 3:22pm
8	2020-Jul-27	7507686	15612 E 96TH WAY COMMERCE CITY CO 80022	Trash	4624			x	Driver broke down earlier and needed help; helper and driver failed to communicate on what sections he needed help on
9	2020-Jul-27	7517303	11050 WORCHESTER ST COMMERCE CITY CO 80022	Trash	5622			x	New customer. Driver failed to service
10	2020-Jul-27	7503414	11096 NEWARK ST COMMERCE CITY CO 80640	Bulk	3624			x	Driver failed to service bulk item
11	2020-Jul-27	7507710	15612 E 96TH WAY COMMERCE CITY CO 80022	Trash	4624			x	Driver broke down earlier and needed help; helper and driver failed to communicate on what sections he needed help on
12	2020-Jul-27	7501119	10291 TRUCKEE CT COMMERCE CITY CO 80022	Recycle	5743		x		Relief driver on route. Serviced this address at 7:45am. Earlier than normal driver
13	2020-Jul-27	7517303	11050 WORCHESTER ST COMMERCE CITY CO 80022	Recycle	5745			x	New customer. Driver failed to service

Recent Missed Pick-Ups / Resolution

❖ Reunion Area

- ❖ Numerous misses at various locations
- ❖ Driver currently off route, process and route procedure training

❖ Niagara St

- ❖ 20 missed recycle stops, west side of street
 - ❖ Driver cut-off route, headed to Recycle Facility to unload
 - ❖ Driver returned to route at incorrect location leaving 20 stops
- ❖ Supervisor coaching driver, process and procedures when leaving route

❖ Belle Creek Neighborhood

- ❖ Recycle misses, blocking driveway with RC carts
 - ❖ Most residents stage carts at alley entrance, some do not
- ❖ Driver coached on need to drive alley even if carts staged at common location

Quality Control Processes – Route Supervisor

❖ Conduct 2 ReSOPS Weekly

- ❖ Republic Services Observation Program (ReSOP)
 - ❖ Ride along with driver or follow behind the driver
 - ❖ Observe the following:
 - ❖ Safety
 - ❖ Customer Experience
 - ❖ Productivity
 - ❖ Provide real time coaching as necessary

❖ Modify Route Designs

- ❖ Monitor growth
- ❖ Balance route design

❖ Address Service Failures and Customer Complaints

- ❖ Close loop with customer directly
- ❖ Coach driver on service error reported
- ❖ Monitor driver performance to ensure quality control

Customer Service Processes

❖ Customer Contacts Republic Services at 303-286-1200

- ❖ Please contact Republic first so resolution efforts begin immediately
 - ❖ Name, Address, Contact Number, Service Issue
- ❖ Basic question/inquiry answered through CRC Agent
- ❖ Request for service/issue resolution sent to Denver for processing
 - ❖ Missed pick-up
 - ❖ Bulk request scheduling
 - ❖ Delivery, removal, additional cart requests
- ❖ Thorough and timely customer information crucial to expedite resolution

Customer Service Processes (Cont'd)

❖ Susan Roundy – Local Point of Contact

- ❖ Manages flow of customer service requests at local level
 - ❖ All service/issue resolution requests flow through Susan
 - ❖ Collaboration with Operations/Dispatch to ensure resolution
 - ❖ Close loop with customer when contact information available
 - ❖ All escalations resolved through Local Leadership with final resolution communicated to Commerce City Staff

Customer Service Processes (Cont'd)

❖ **Customer Contacts Commerce City at 303-289-8150**

- ❖ CRM Created - Email sent to Susan Roundy
 - ❖ Customer contacted to confirm service needs
- ❖ Resolution request submitted to Operations Team
- ❖ Close loop with customer, City emailed resolution confirmation

Customer Service Processes (Cont'd)

❖ **New Home Starts (Avg. 50 month)**

- ❖ City sends daily list of new starts, via email to Susan Roundy
- ❖ New Home data entered into system for routing
- ❖ Resident Welcome Letter and Calendar mailed to customer
- ❖ Republic returns new start form to city, cart delivery date, service day

Customer Responsibilities

- ❖ **Please follow these important steps to minimize service issues**
 - ❖ Have your cart at the curb from 7 am to 7 pm
 - ❖ Keep your cart spaced 2' apart from each other as well as 6' away from objects like parked cars or mailboxes.
 - ❖ Verify service calendar and recycle week
 - ❖ Use only Republic Services provided carts.
 - ❖ We do not collect competitor carts, personal carts, or bags outside of the carts.
 - ❖ Call in advance to schedule bulk removals
 - ❖ Bag your trash to eliminate material sticking to the bottom

Next Steps

- ❖ **Increase frequency of City/Republic status meetings from monthly to weekly**
 - ❖ Proactively review performance standards, metrics, complaints, questions, and comments
- ❖ **Modify data collection/reporting to more quickly/precisely identify service level deficiencies**
 - ❖ Example - Sort missed pick-ups/complaint data by route, day and driver
- ❖ **Implement timely/targeted improvements to address specific service level issues – versus global solutions**

Next Steps

- ❖ **Produce timely/accurate recurring communications to ensure website/social media platforms are up-to-date**
 - ❖ Provide responsive/current info addressing most frequent customers questions/concerns/complaints
- ❖ **Recruit/Fill open Coordinator position to oversee trash and recycling program**
 - ❖ Dedicate ample time to administer the refuse collection contract and monitoring level of service and customer service resolution efforts