

# ISSUES WITH TRANSITIONING TO AUTOMATED

SWANA Collection Symposium 2005

Presented by:  
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# Overview

- Planning
- Procurements
  - Carts
  - Trucks
  - Contracted Haulers
- Labor
  - Displaced workers
  - Training
  - Injuries & Workmen's Compensation



# Overview

- Public Relations
- Implementation
  - Carts
    - Distribution
    - Maintenance
  - Routing
  - Code Enforcement



# Overview

## ■ Information Systems

- Work orders
- Complaints
- Routing
- Customer relationship management
- Billing

# So You Want to Move to Automated, Eh?

- Plan Ahead; Allow for Adequate Time
- Timeline Considerations (Best Case Scenario)
  - Pre-planning (2 – 6 months)
    - Analyze Costs, Potential Savings and Benefits
    - Attain Political Buy in
      - Once attained, plan on about 1 year until start-up of new collection operations



# Moving to Automated - Timeline

- Planning, Budgeting and Authorization (1-6 months)
  - Tasks, Responsibilities and Implementation Schedule
  - Financing & Procurements
  - Attain Political Authorization to Proceed



# Moving to Automated - Timeline

- Procurements for Carts, Trucks, Hauler, Disposal/Processing, Information Systems, PR and Management Consultants (as applicable; 3+ months)
  - Prepare RFP (1 month)
    - Prepare invitation for bids or request for proposals package, including forms, schedules, contract, notices, and all other necessary documents.
    - Prepare draft technical specifications
  - Issue RFP/IFB (1 month)
  - Evaluate RFP/IFB and contract (1 month)
    - In particular, hauler procurement may take longer
    - If proposers contest procurement, will take longer



# Moving to Automated - Timeline

- Establish Operations (concurrent with delivery delays;  
3 6months)
  - Implement Information Systems for Work Orders (carts and complaints), Customer Service, Routing, Billing
  - Hiring and Training of Drivers, Supervisors, Customer Service Rep's, Code Enforcement Officers
    - Develop Job Description
    - Obtain Position and Salary Approval
    - Interview and Hire
    - Conduct Orientation Training
  - Contract Customer Service Temporary Staff
  - Set-up Facilities for Offices, Depot, Cart Storage



# Moving to Automated - Timeline

- Manufacturing/Delivery Delays (2-6 months)
  - Carts (2-3 months)
  - Trucks (2-6 months)
  - Haulers (may need same manufacturing delay periods, plus time to set up operations)
  - Software (0-3 months)
    - Custom developed software (2-6 months)



# Moving to Automated - Timeline

## ■ Implementation

### □ Public Relations Campaign

- Initial Outreach (2-3 months prior to first collection)
- New Service Notices Directly to Customers (1-2 weeks prior to cart delivery)
- Media
  - Direct mailings
  - Notices on bills
  - Website
  - Special phone line
  - Newspaper ads, TV, etc.
  - Door hangers



# Moving to Automated - Timeline

- Set-out Carts (1-4 weeks prior to first collection)



# Moving to Automated - Timeline

- Implement Information Systems (1-6 months prior to launch)
  - Work orders
    - Carts
    - Misses
  - Routing
  - Customer service
  - Billing
  - Contract Management (for hauler performance indicators)




# Moving to Automated - Timeline

- Routing (1-4 months to complete; drafts to be completed 1-2 months prior to implementation)
  - Analyze Day of Week Change (if applicable)
  - Establish Districts (particularly for contracting to hauler)
  - Draft Routes
  - Finalize Routes (with driver feedback)



# Moving to Automated - Timeline

- Ordinances & Code Enforcement (start after political buy in)
  - Conduct Legal Research
  - Draft Ordinance(s)
  - Present to County Executive, City Manager or Similar
  - Finalize Ordinance Package
  - Present Ordinance package to Council for Consideration and Approval
  - Establish Responsibilities and Procedures for Code Enforcement
  - Hiring and Training



# Issues - Procurement and Contract Specifications for Contracted Collection

- Multiple contract awards versus one hauler for entire County
- Length of contracts
- Limitation on the number of routes or service areas for any one contractor
- Minimum wage or living wage to contractor's employees
- Small hauler or MWBE set-aside
- Insurance and bonding levels
- New equipment requirement or equipment age not to exceed specified number of years
- Engine emission limits and noise limits
- Contractor personnel specifications
- Customer service response times and penalties for non-compliance (liquidated damages)
- Good performance incentives
- How much time will the contractors need from contract award to obtain any new equipment needed to start collection services?



# Issues – Cart Procurement

- Serialized carts
- Contracted set-out
  - Provide set-out schedule
- Contracted maintenance
  - Cost of roughly 1\$/cart/year for 10 years
  - Require work order process with clear procedures and electronic data capture
- Require set-out contractor to record addresses, x and y coordinates
  - Cart manufacturers are not IT savvy; make sure that there are penalties for not providing the data in a complete and in an electronic format
  - Data can be used for routing
- Wind tolerance, e.g. 40 mph
  - 26 gallon carts are known to fly



# Issues – Truck procurement

- Contracted maintenance/extended vehicle warranty
  - If Motor Pool is too costly; limit them to oil changes
- Establish preventative maintenance procedures



# Issues - Routing

- Prior to truck procurement, conduct initial routing to analyze balance of collection days, number of trucks needed, and types of trucks needed (semi- automated versus automated)
- Database of the actual number of participating customers, including number of carts for multi- families, schools, commercial businesses and back door / special service collection customers
- Plan for how will the routes be maintained as the population grows
  - Options include internalizing the software or continuing with a service bureau.




# Issues - Routing

- How many truck units should be in each procurement area? Should the procurement areas include a combination of both rural and high density residential areas or keep the high density and rural in separate procurement areas? Which option would lead to the best prices?
- How should off-season yard waste collection be handled: call-in or routed schedule?
- Should the routes be finalized with contractor's input? Should the routes be developed with travel paths to the contractors' depots?
- For procurement areas with recycling and yard waste collection that require less time to complete a route than trash collection, should the number of trucks be reduced or the number of collection days?
- Designate disposal area(s), i.e., landfill or WTE.




# Issues - Public Education

- For which public education tasks are staff prepared to take the lead? Where do you most need/want consultant's assistance?
- When to first disclose proposed change to public?
- Should focus groups be conducted for viewing the educational materials? If so, should this be with local residents or an internal staff committee?



# Issues - Program Planning & Development

- How will this be funded?
- New administrative structure for program
- Timing for new hires
- Allocation of further planning development, procurement, and monitoring efforts among internal staff and consultants/advisors



# Issues - Legal

- Need new ordinance(s) or amendment of existing ordinance(s)?
  - Set-out requirements for residents in ordinance
  - Legal foundation for new or expanded residential assessments (only residential is served)
- Use of money from liquidated damages or fines for public education
- Sources and basis of possible legal challenges
- Other collection controls and restrictions



# Thank you

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# Rural communities auto doesn't always fit

## ■ NLS

- Carts with bungee for wind and animals
  - Vacation rentals heap garbage
- Streets without curbs
- Farmers know the land when walking it but now on combine don't know. Current collection, drivers get to know the customers.
- Many (up to one-third) carry out