

SEIZE THE OPPORTUNITY

SWANA Senior Executive Seminar
and Florida Chapter Winter Conference

The Fifth Quarter (of the RFP):

*Strategies for Successful
Contract Implementation
and Ongoing Management*



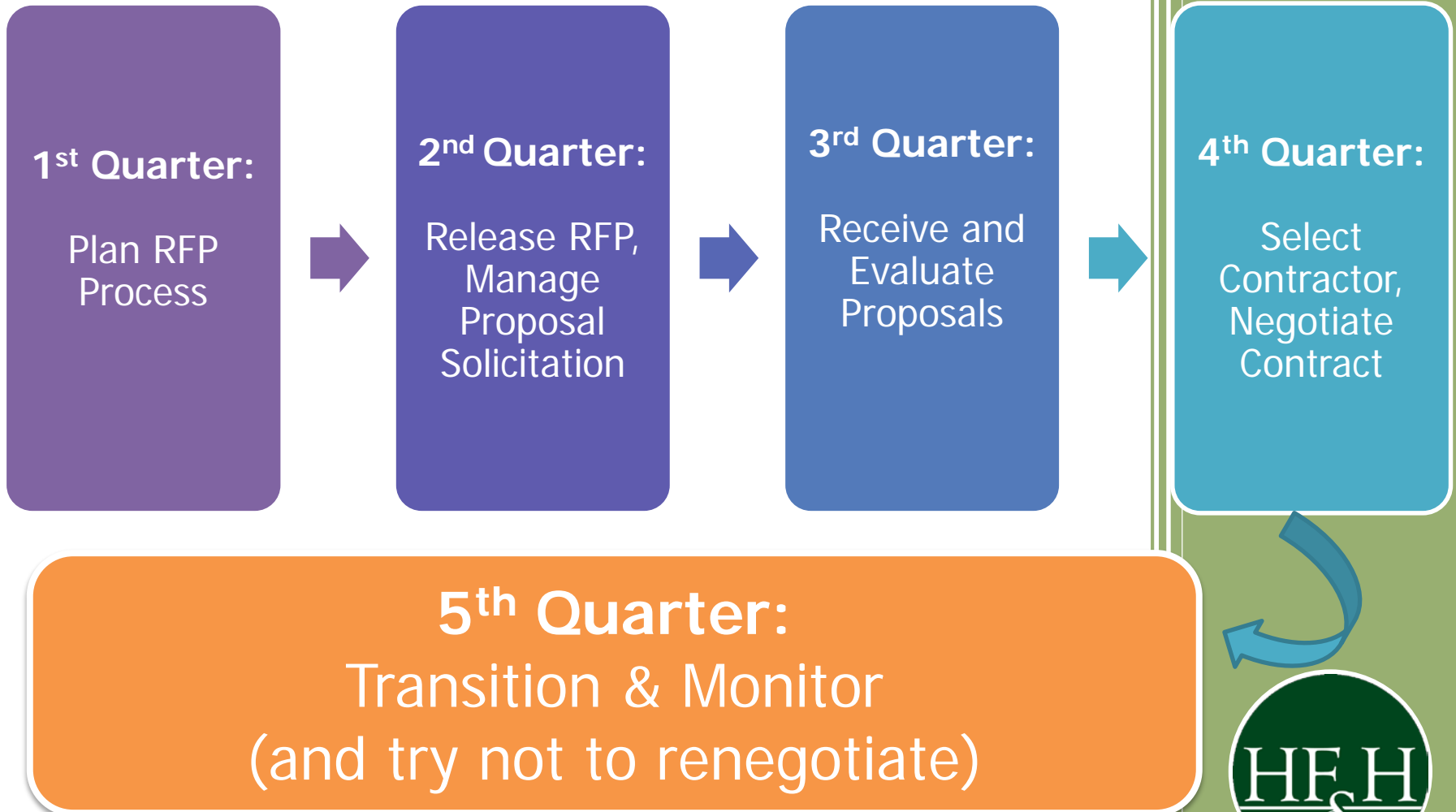
Rob Hilton – Vice President

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February 20, 2017



The FIFTH Quarter?



Desired Outcomes?

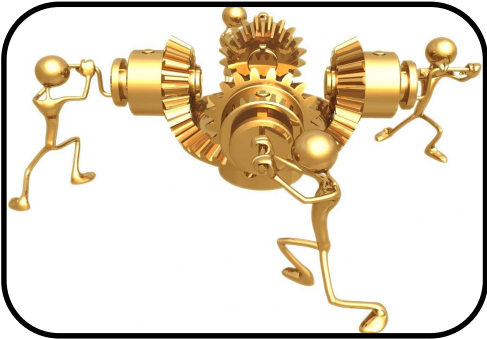
- ✓ Happy elected officials (avoid surprises)
- ✓ Informed ratepayers (avoid surprises)
- ✓ Limited customer complaints
- ✓ Harmonious transition from existing to new hauler (avoid finger-pointing)
- ✓ Performance in new programs
- ✓ Get what you paid for
- ✓ Keep your job!



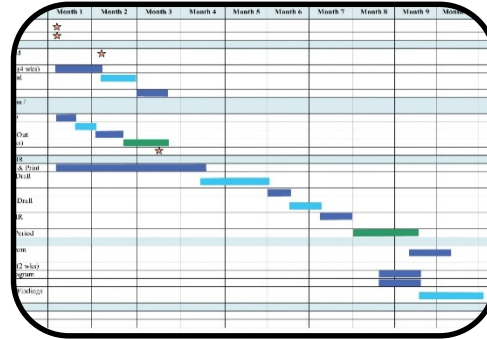
What Can Go Wrong?



Your Toolkit for Success



Start-Up Team



Detailed Timeline



Regular Meetings



Communications



Verification



Key Focus Areas

Facility
infrastructure
improvement

Employee
hiring and
training

Container
distribution
logistics

Customer
education

Equipment
procurement

Customer
service
readiness

Routing/
service day
changes

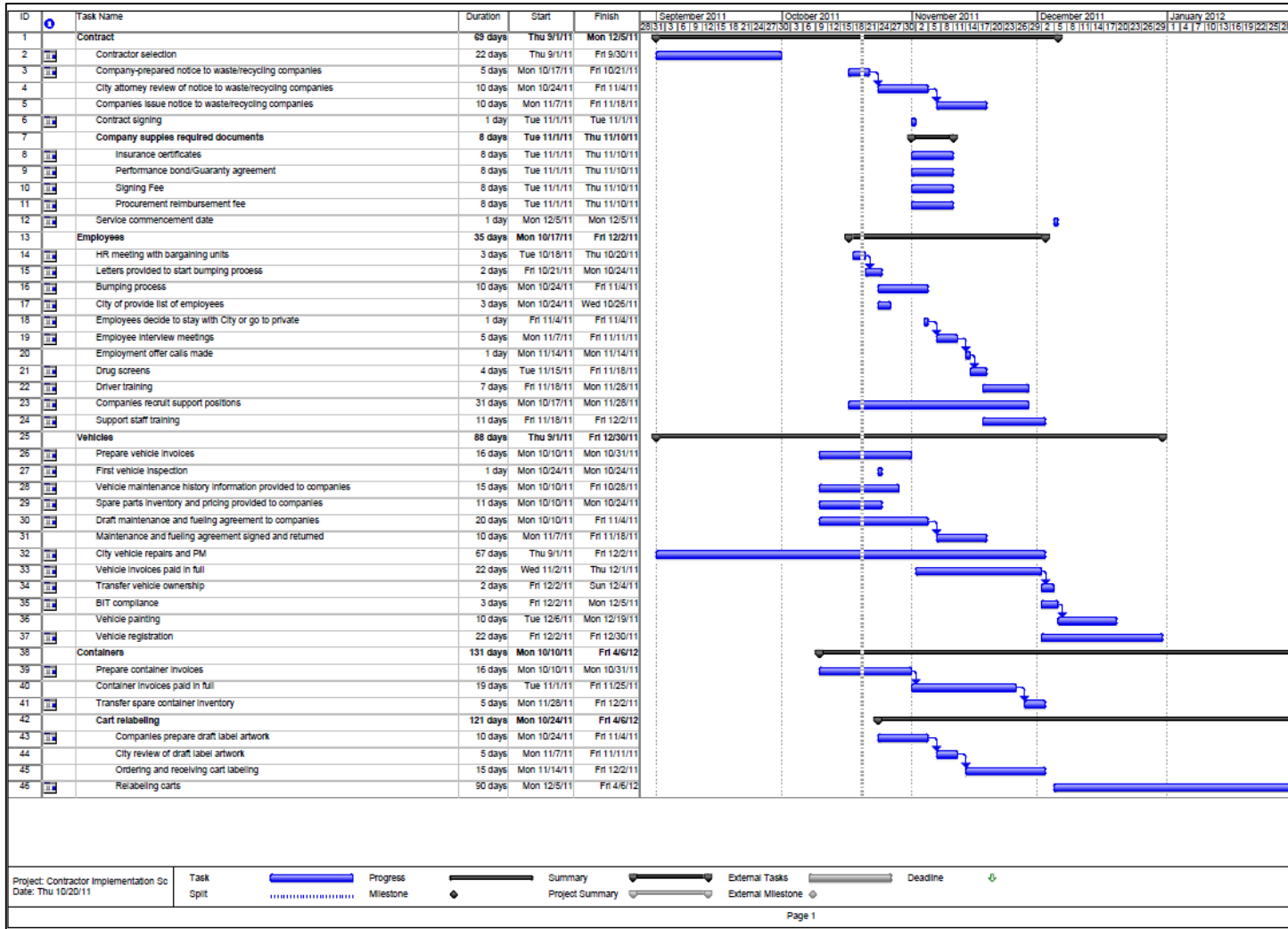


Distractions to Avoid

- ✗ Renegotiation of requirements (delays may be inevitable)
- ✗ Photo ops, touchdown dances before the end zone
- ✗ Requests for charitable contributions
- ✗ "Squeaky wheels"
- ✗ "Gotchas!"



Timing Drives Focus



First Day, Week, Month?...

- ✓ Anticipate calls and emails
 - Extra staffing for agency and contractor
 - Eyes and ears on the customer service call center
 - Have a script – no blame game
- ✓ Clarify roles
 - Customer service vs. enforcement
- ✓ Ground team
 - Standby container delivery/collection for “misses”
 - Spot check operations vs. plan
 - Monitor disposal/processing facilities
 - Be prepared to visit customers
- ✓ Daily check-in calls



ON-GOING CONTRACT MANAGEMENT



"Contracts are like cars: they will not run by themselves, except downhill."



Planning Contract Management Efforts



Contract Management Profile

ID #	Contract Ref.	Category	Topic	LD	Description of Reporting Obligation	Annual	Quarterly	Monthly
1	19.02.2.3	Customer Service	Quarterly Report - Quarterly customer service activities	LD# 01	Report on customer service and call center issues or conditions, if any.		Q	
2	19.04.2	Customer Service	Reporting Requirement - Call center records	LD# 24	Provide call center records as requested by City and required pursuant to other provisions of the Agreement			M
3	7.18.8 22.04	Financial	Franchise Fee - Timely payments	LD# 04	The franchise fee paid monthly no later than the 20th day of each month except that the first franchise fee payment will be due no later than August 15, 2015.			M
4	8.02	General	Performance bond renewal	---	Beginning July 1, 2016, and each April 1 thereafter, CONTRACTOR shall have performance bond renewed annually and executed by a surety company that is acceptable to CITY. Per 29.02.1, failure to provide and maintain is grounds for immediate termination of Agreement.	A		
5	19.04.3 13.01 13.03	Ops Info	Reporting Requirement - Map of collection routes	---	19.04.3 - By 7/1/15, provide large wall map showing collection day of service for SFD/MFD routes; update when routes change; 13.01 - Within 5 days of request, provide maps precisely defining Collection routes including travel routes, days and the times of Collection. 13.03 - Revise maps upon request.			

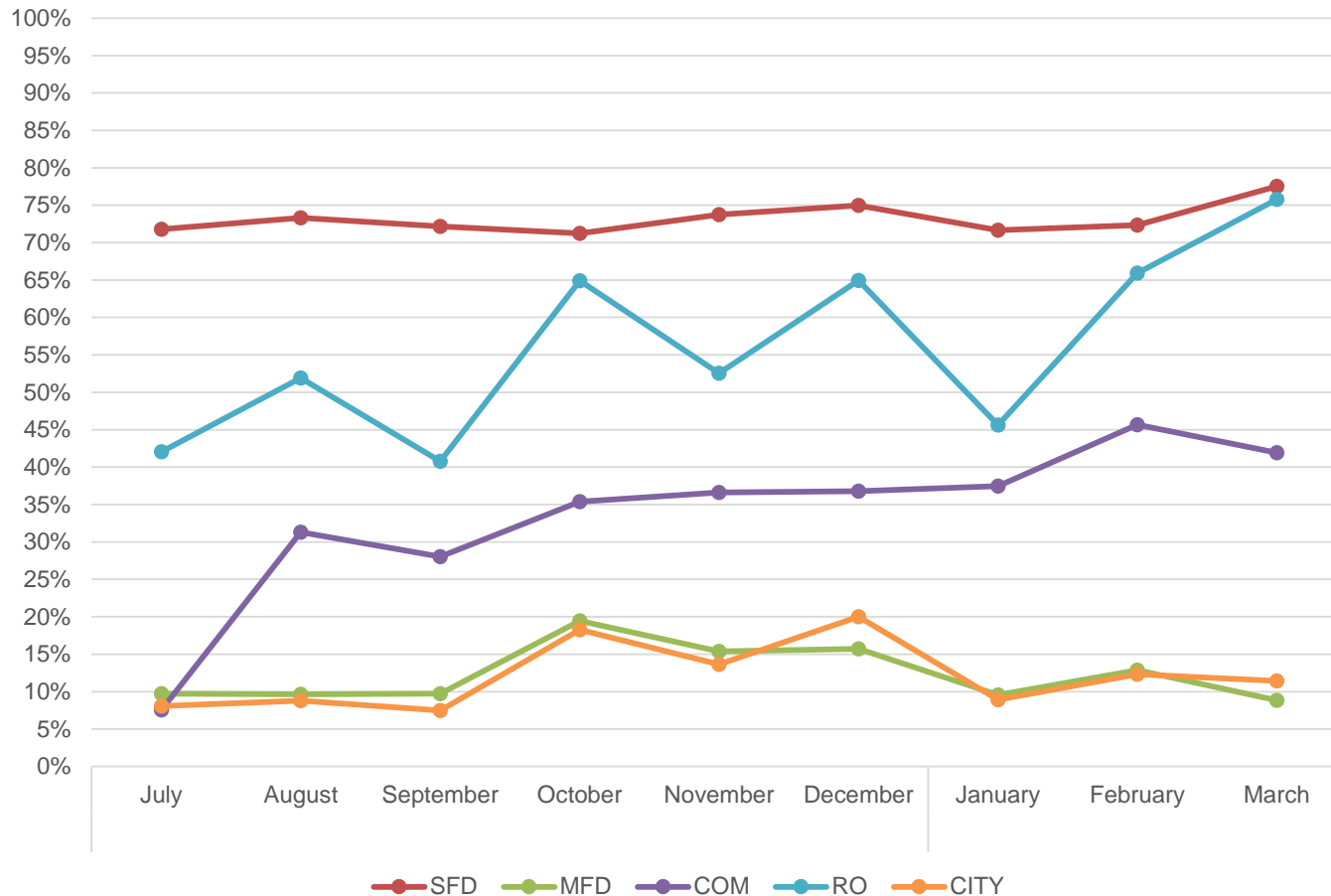


Monitoring Performance



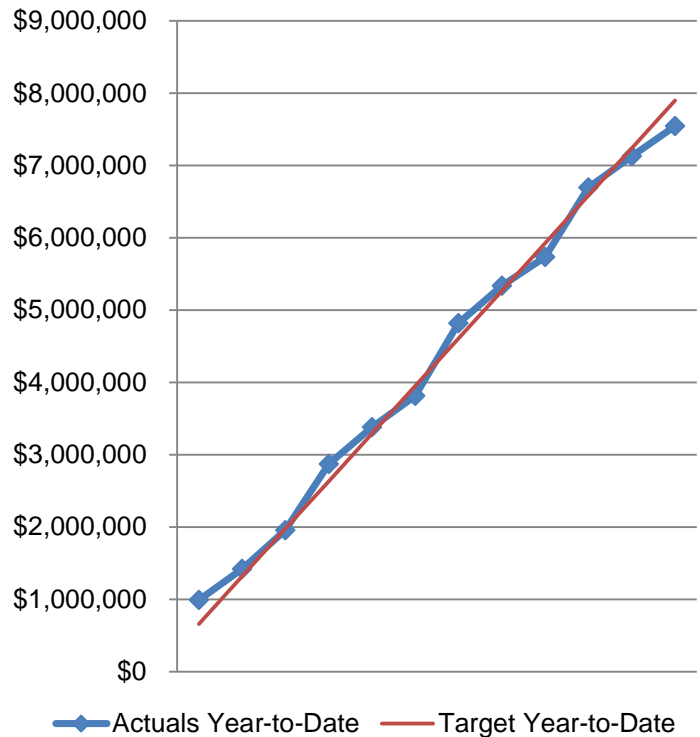
Monitoring Diversion

Hauler-Collected Diversion by Sector

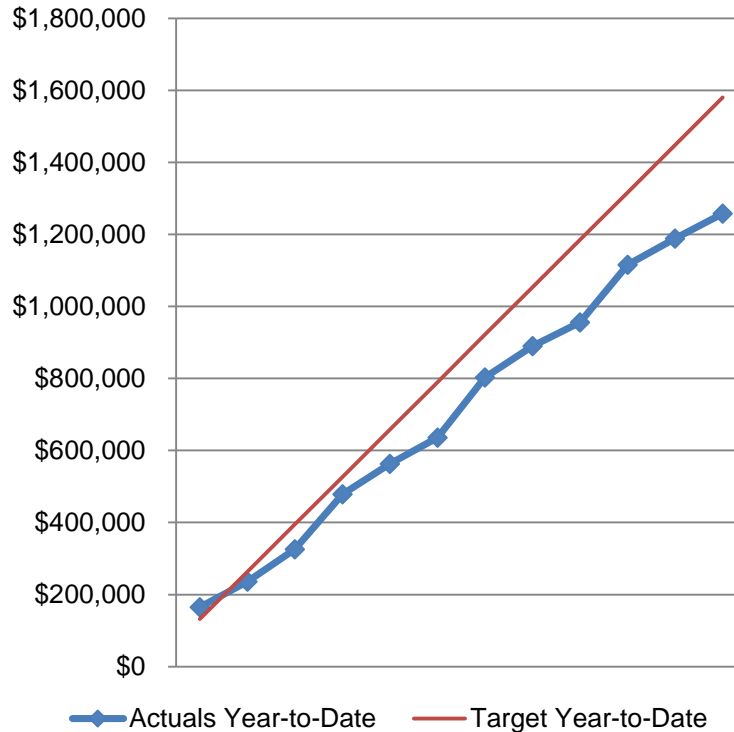


Reviewing Agency Fee Revenue

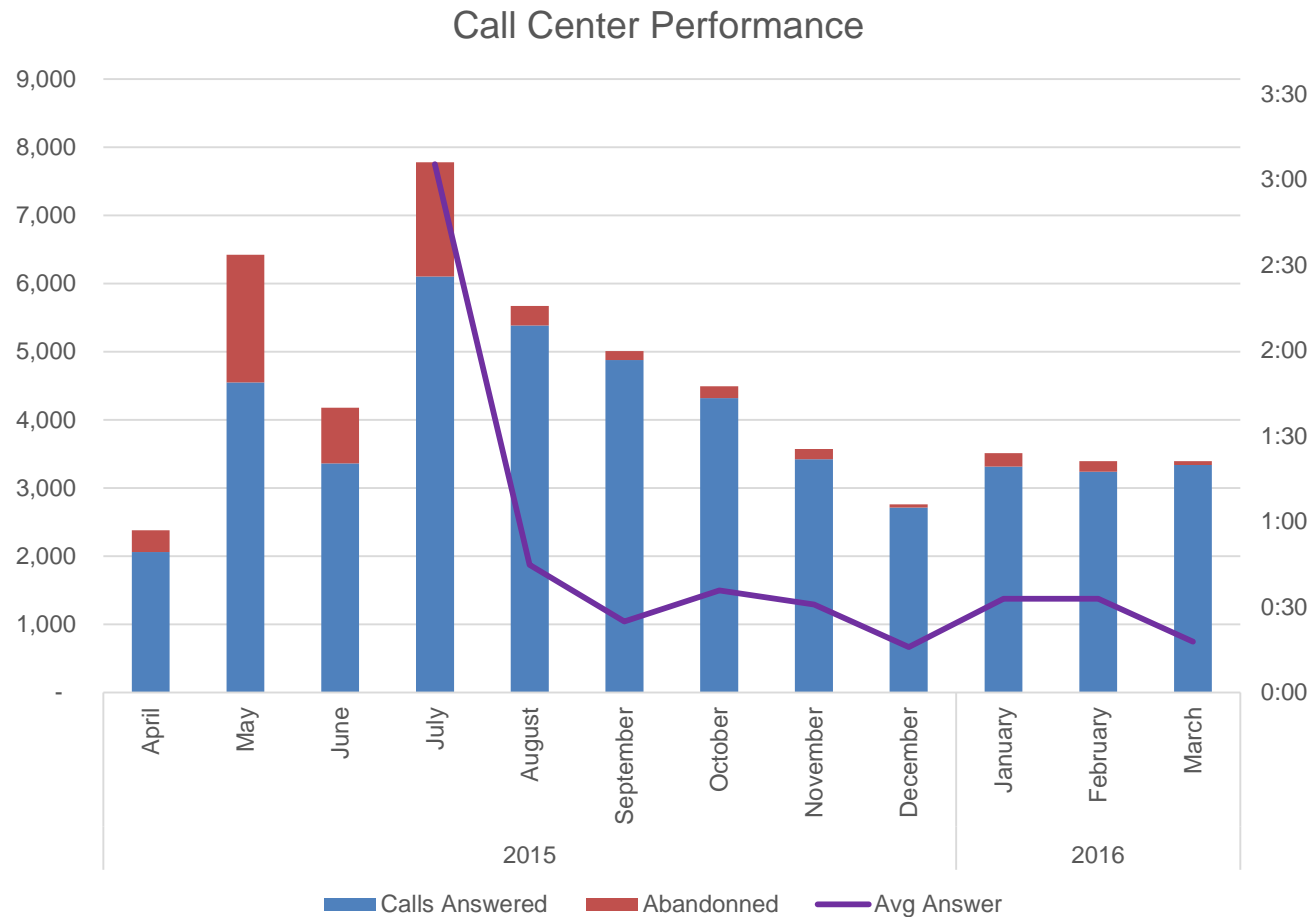
Gross Receipts: Annual Trend



Franchise Fees: Annual Trend



Monitoring Call Center Performance



Assessing Customer Satisfaction



Public meeting

A screenshot of a "Document Log Template" spreadsheet. The table has columns for "Title", "Type", "Department", "Author", "Action", and "Res". The rows are currently empty.

	Title	Type	Department	Author	Action	Res

Complaint log review



Customer survey



Resolving Unsatisfactory Performance

- ✓ Notice, performance assurances
- ✓ Meet and confer (renegotiate)
- ✓ Document changes (amend)
- ✓ Scaled enforcement options
 - Liquidated damages
 - Breach and default
 - Termination

Build Contract
for Flexibility!



Recap and Highlights

- Allow adequate transition time
- Transition is a team sport
- Develop and use your toolkit
- Avoid distractions and renegotiation
- Plan to actively monitor performance
- Stay engaged



Thank You!

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