



City of Deerfield Beach

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# Collection Best Management Practices and Success Stories

# Presentation Overview

- Deerfield Beach at a glance
- Where we were
- Starts with changing the safety culture
- Route optimization across all LOB's
- Billing enhancements
- Questions



# Deerfield Beach at a Glance

## Key functions & areas of responsibility

- Northernmost city in Broward county, FL with 78,000 total residents
- 16,000 single family residential customers (2x week garbage, 1x week recycling, 1x week bulk)
- 1,400 Commercial customers, front end and roll off (MSW & Recycle).
- Provide service 7 days per week, 364 days per year collections
- The only remaining municipally-run, full-service solid waste and recycling operations left in Broward County
- Provide clean-up to 169 special events per year
- Operate Drop Off Center Monday through Saturday
- Quarterly HHW Collection (Drop Off)



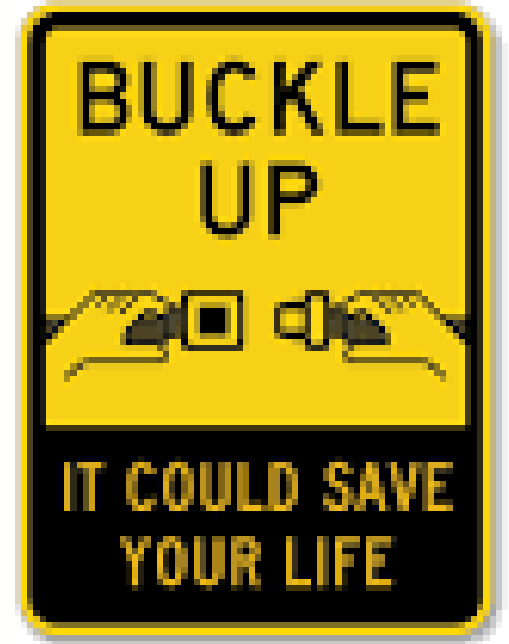
# Where we were

- Declining revenues and soaring expenses - Personnel and Equipment
- Lack of accountability, leadership and management
- No goals, benchmarking, or expectations
- Aging and underperforming equipment
- Undertrained personnel and high accident frequency
- Overinflated staffing levels, salaries and equipment counts
- A perfect storm – towards privatization



# Starts with Changing the Safety Culture

- Monthly Safety Meetings/Trainings
- Post-accident remedial training
- Weekly supervisor tailgate meetings
- Monthly driver observations by supervisor
- Drive Cam program
- Created a Risk and reward annual safety bonus
- Driver accountability and progressive discipline up to and including termination
- Reduced accidents/incidents by 30%



# Route Optimization across all LOB's

- Reduced operating expenses by almost \$4 million or 23%
- Route optimization on all lines of business
- RFID technologies
- GPS tracking
- Back office software
- If you can't track it you can't measure it
- Right-sized operations and reduced collection routes
- Residential garbage 14 to 6
- Residential recycling 7 to 3
- Commercial collections: 8 to 7
- Roll-off collections from 4 to 3
- Reduced staffing by over 31 employees
- Encourage constant and total cross training across all LOB's



# Billing Enhancement

- Automation and accountability of route sheets and work orders for commercial and roll off work eliminating missed services revenues.
- Increased roll off revenues by almost \$2 million by updating pricing and adding tonnage caps.
- Separated the commercial garbage billing from the water bill ensuring the correct billing rates were in place.
  - ❖ Resulted in \$330K increase per year.
- Manage bulk and illegal dump pickups by creating system work orders.
  - ❖ Resulted in \$240K increase per year.

Questions?

DFB  
TRIBE

