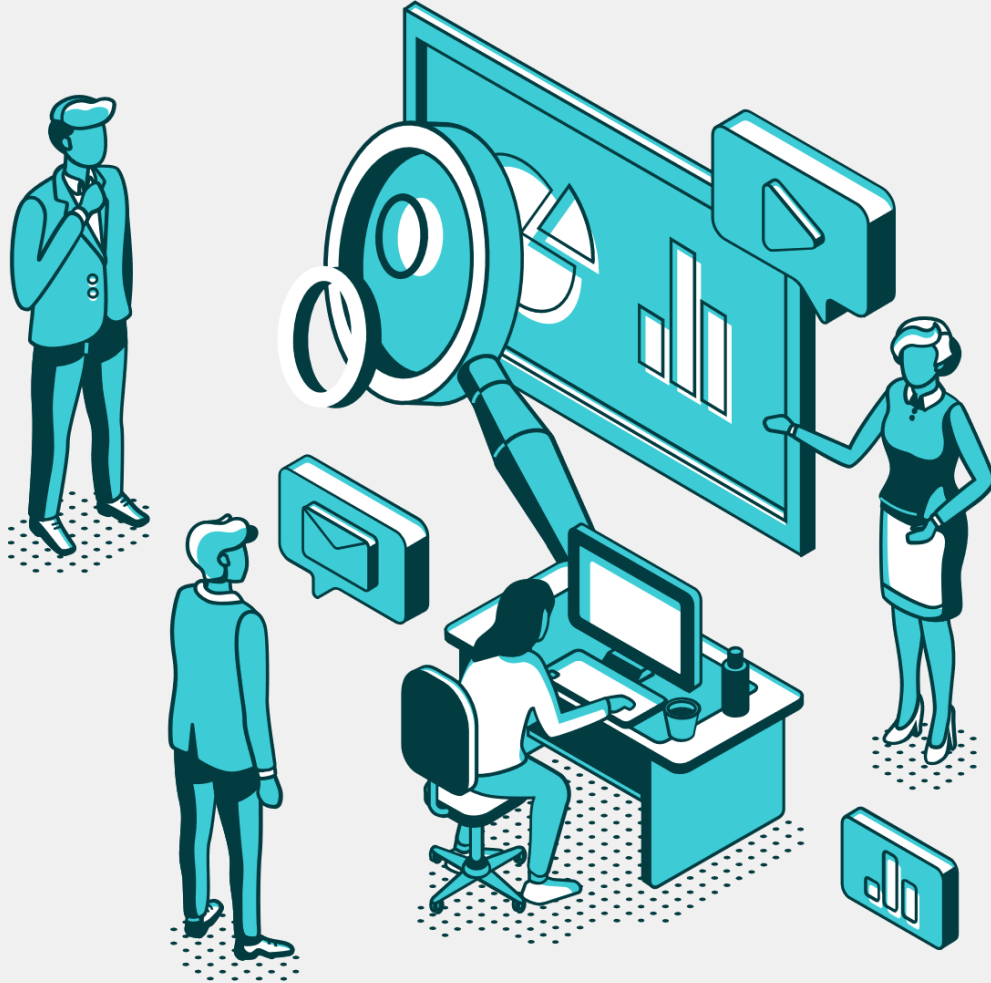


An aerial photograph of Charleston, South Carolina, taken at sunset. The image shows a dense urban landscape with numerous buildings, many with red roofs. A prominent church with a tall, ornate steeple is visible in the lower-left foreground. The city is surrounded by lush green trees. In the background, a body of water (the Charleston Harbor) is visible under a dramatic, orange and yellow sunset sky.

Solid Waste Operation Organizational Assessments

**Charleston, South Carolina:
A Case Study**

February 21, 2022



Agenda

1. Who We Are
2. The Assessment Process
3. Charleston, SC Case Study
4. Critical Success Factors
5. Q/A



Who We Are?



Who is Raftelis?

Helping local governments and utilities thrive



Financial planning



Executive recruitment



Strategic planning



Communications & outreach

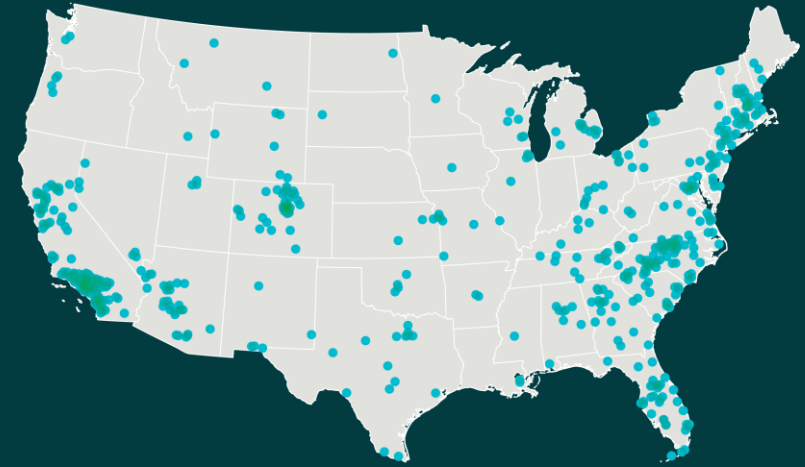


Organizational assessments



Data & technology

National Experience



With more than...

120+

consultants across the U.S.

Raftelis has provided assistance to over

1,200+

Local governments, public agencies and utilities

Management Consulting Practice

- **30+ consultants across three practice areas**
- **Refuse and recycling operations and rate models a major focus**
- **Executive Search** – Manage executive and staff recruitment processes
- **Strategic Planning** – Define where organizations want to go and how to get there
- **Organizational Assessment** – Help organizations define how to most efficiently and effectively deliver services

What is an Organization Assessment?



What it is...



SERVICE LEVEL

What do customers/the public expect?



SERVICE DELIVERY

What impedes efficient and effective service?



SERVICE ENHANCEMENT

What is the best path to overcome impediments?

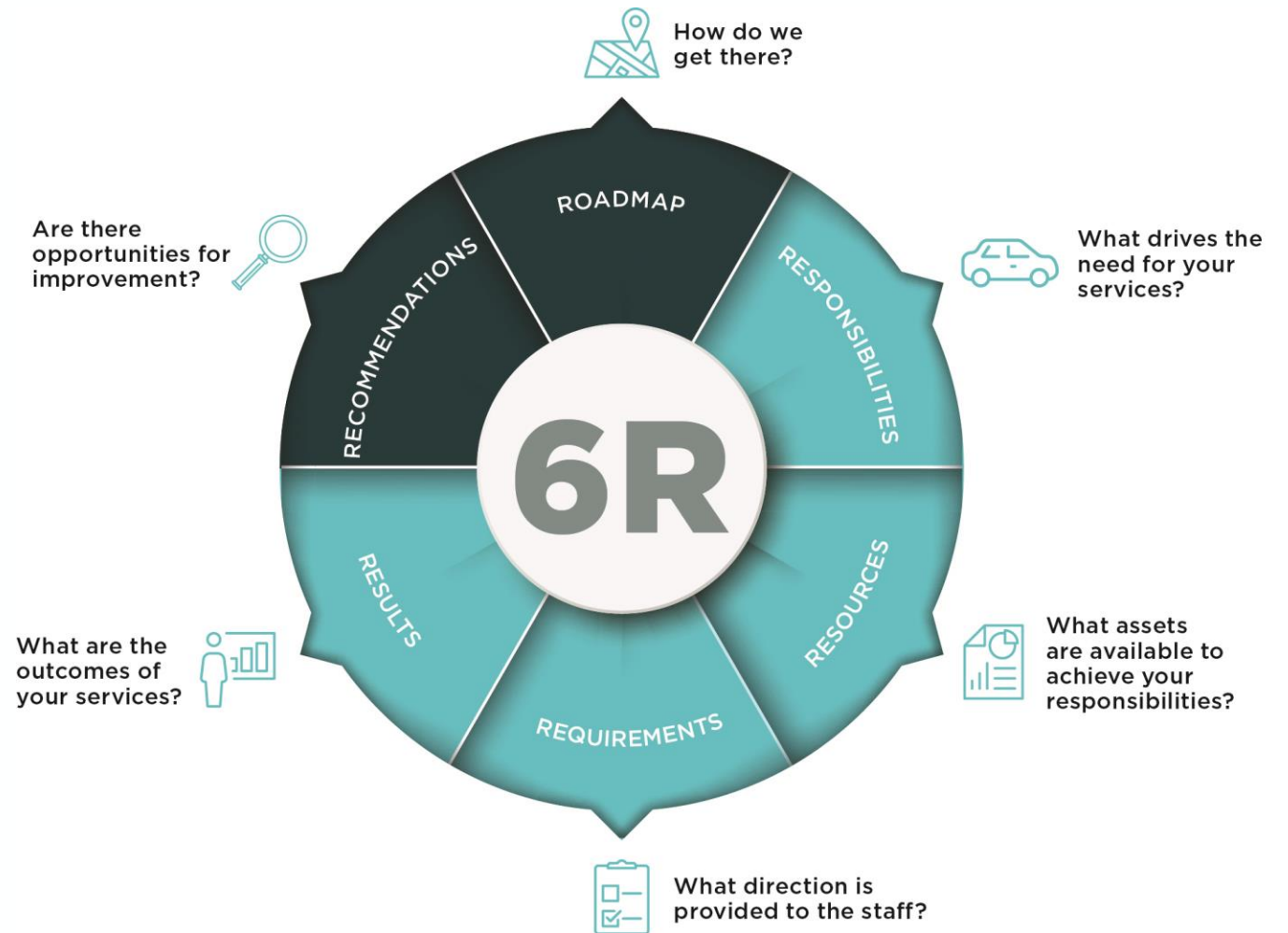
What it's not...

- Not a headhunt!
- Not punitive!
- Not a magic wand!



Systematic Engagement and Analysis

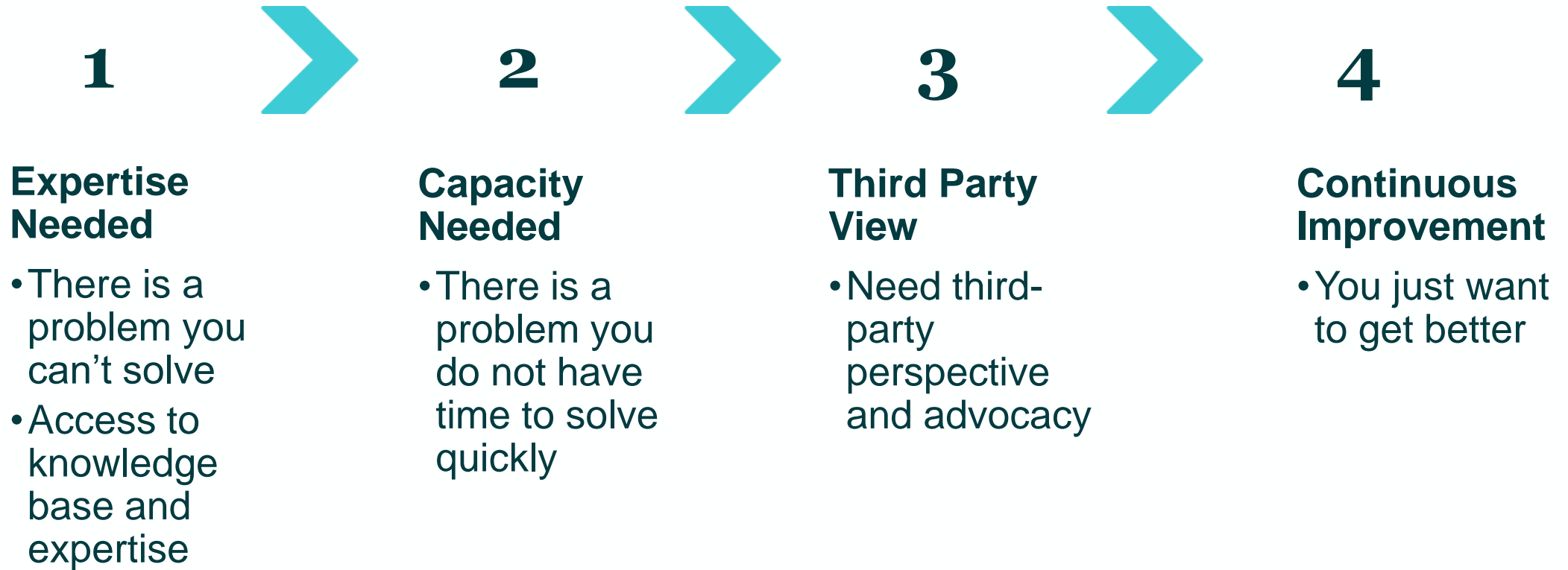
- Responsibilities
- Resources
- Requirements
- Results
- Recommendations
- Roadmap



Assessment Focus Areas



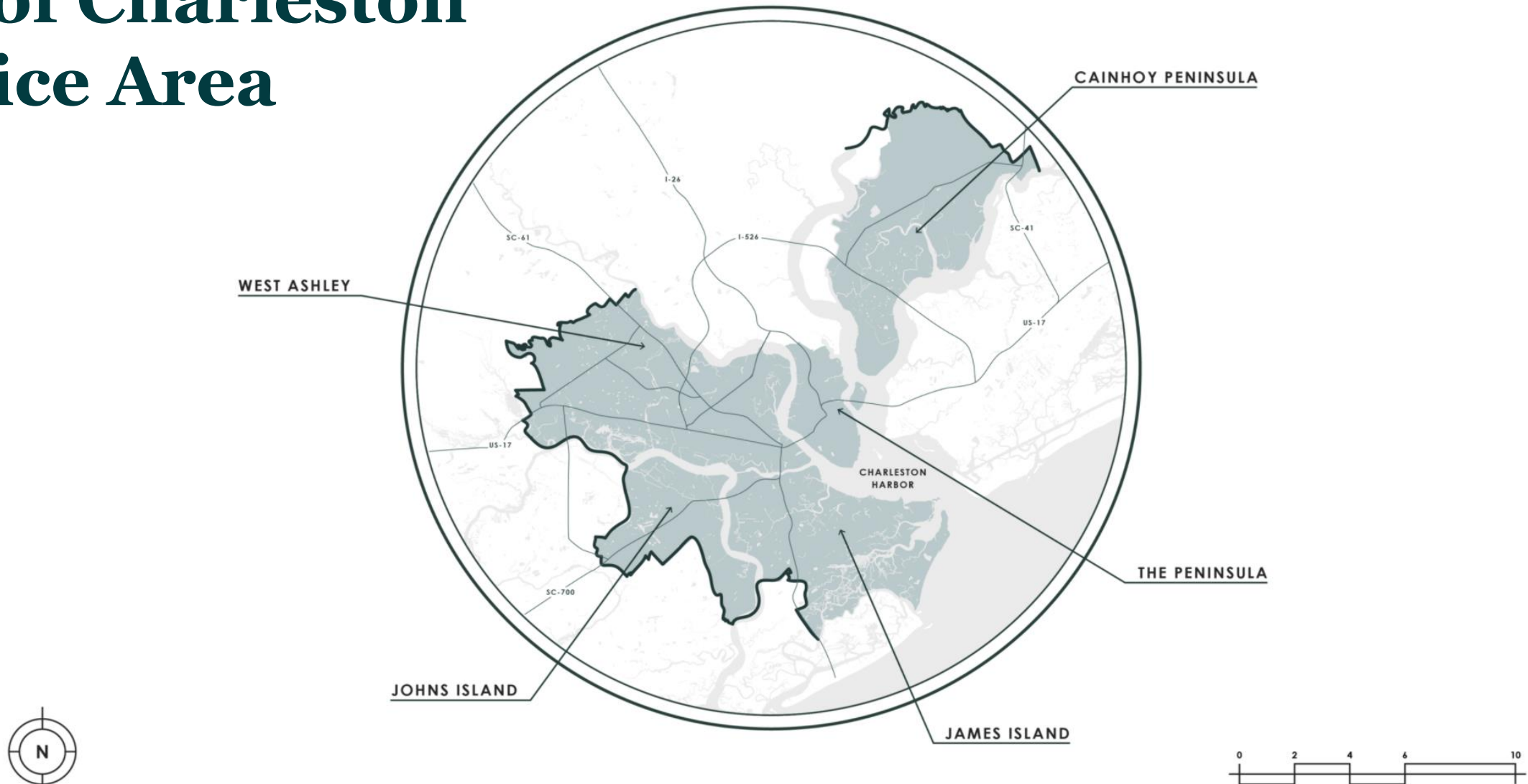
Why Contract for Organization Assessments?



City of Charleston, SC Case Study



City of Charleston Service Area



Environmental Services Division Programs

“Garbage” Collection

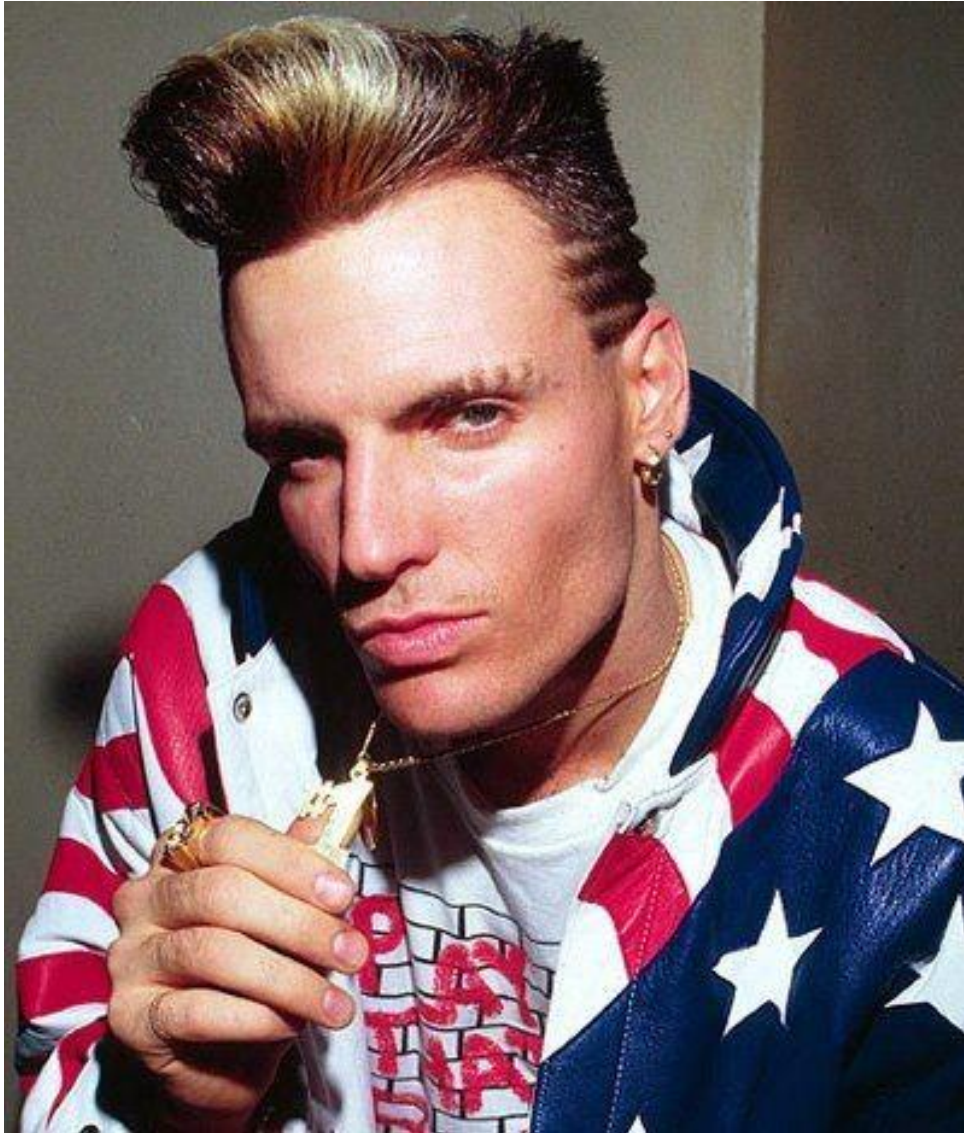
- Weekly solid waste collection
- City staff provide service to Peninsula
- Contractors provide service in less dense areas that allow for ASL
- 40 FTE

“Trash” Collection

- Yardwaste
- White Goods
- Bulky
- City-wide service
- 32 FTE

Street Sweeping

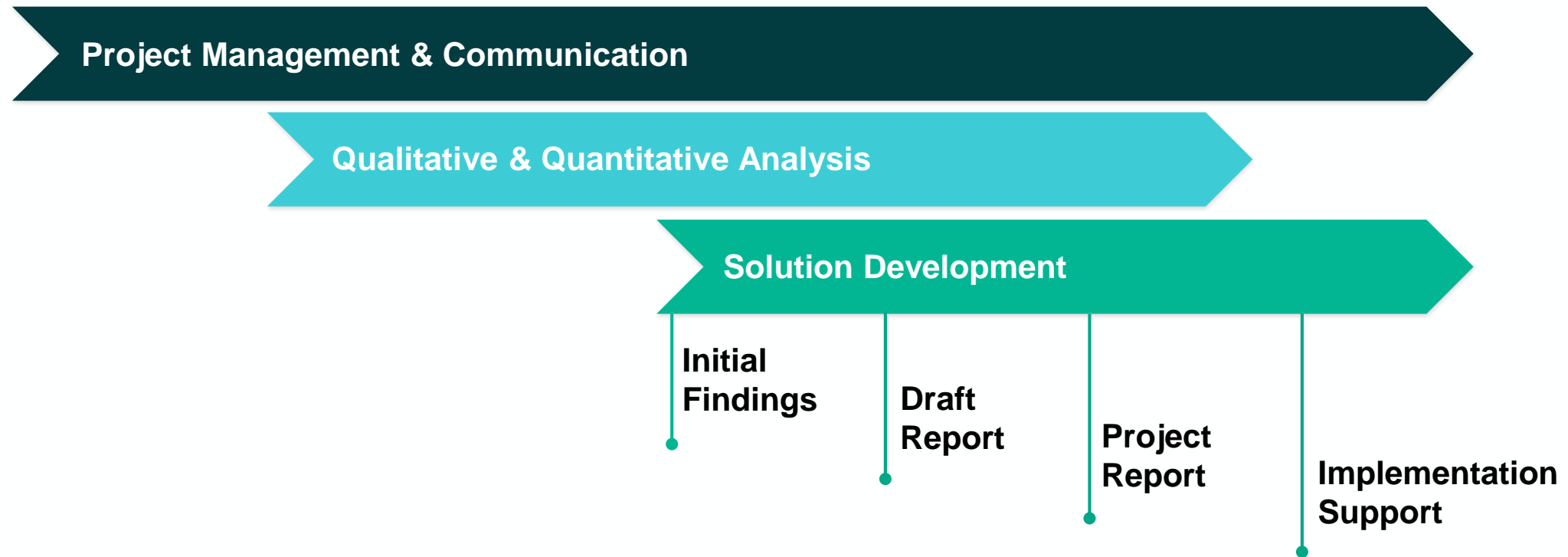
- All thoroughfares in Peninsula
- Streets, sidewalks, curbs
- Monthly city-wide street sweeping routes
- 28 FTE



Problem Statement

- Garbage and trash collection times were inconsistent
- Inconsistency generated complaints to the Mayor and City Council
- While ES was experiencing significant overtime spikes

Collaborative Assessment Process



28 Recommendations Across 14 Improvement Areas

1

Fleet and ES Relationship

Need to strengthen relationship and improve service level

2

Staffing Capacity

Underinvestment in Fleet and ES personnel led to vacancy and turnover issues

3

Capital Investment

Collection process represented past practice largely unadjusted as new approaches and equipment became available



Fleet and ES Relationship

ENVIRONMENTAL SERVICES

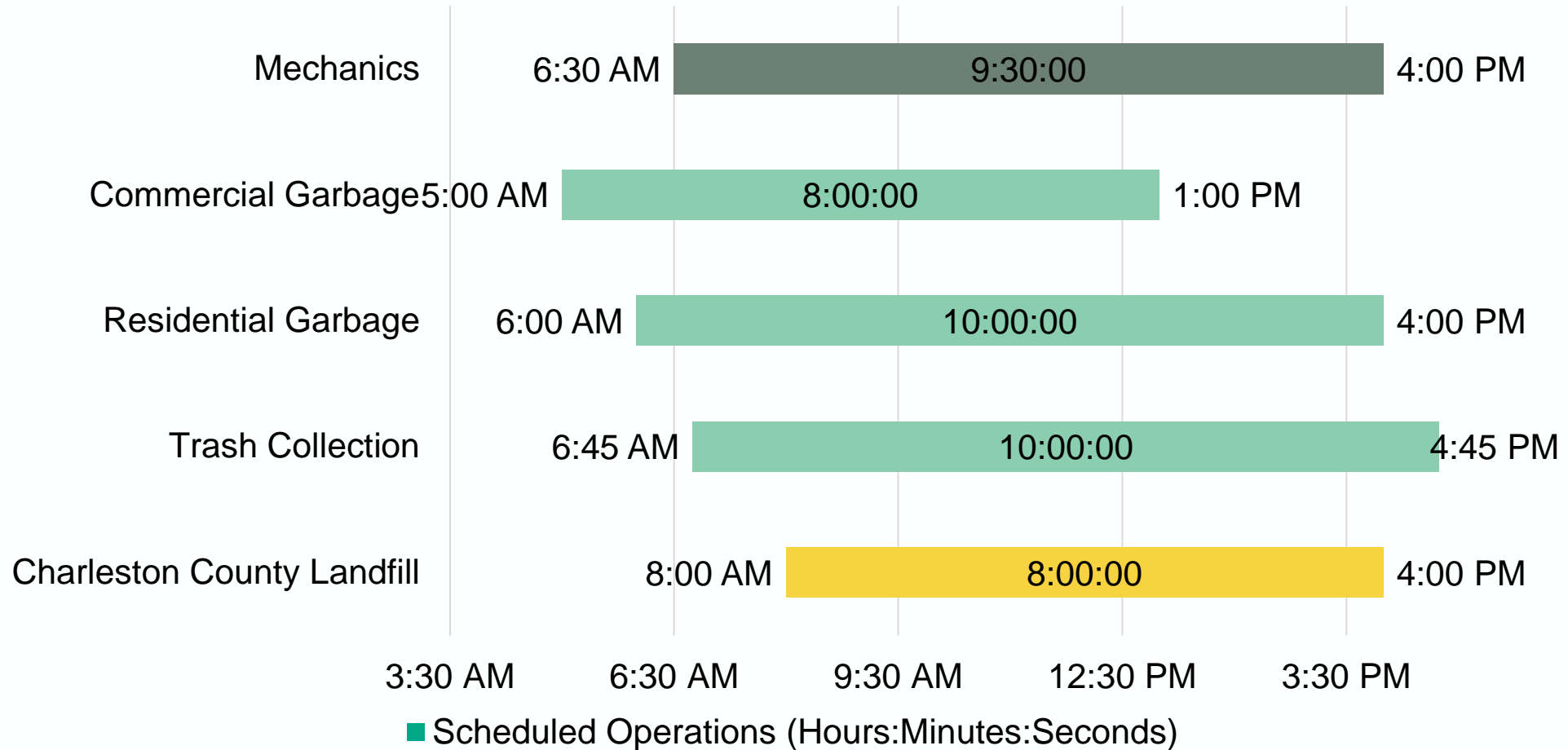
- Packers not available at start of shift
- Packers out of service for weeks
- Limited surplus/back-up packers
- Vacancies impact route staffing
- ES organized under Public Services

FLEET MAINTENANCE

- Packers left full in fleet shop overnight
- Limited investment in specialized training
- Underinvestment in fleet assets
- Vacancies impact mechanic staffing
- Fleet organized under Police

Fleet and ES Relationship

Mon-Thurs Schedule Comparison: ES, Fleet, Landfill



Key Recommendations



Synchronize schedules between ES and Fleet Staff



Prevent collection crews from returning to garage with full packers



Align mechanic certifications with fleet composition



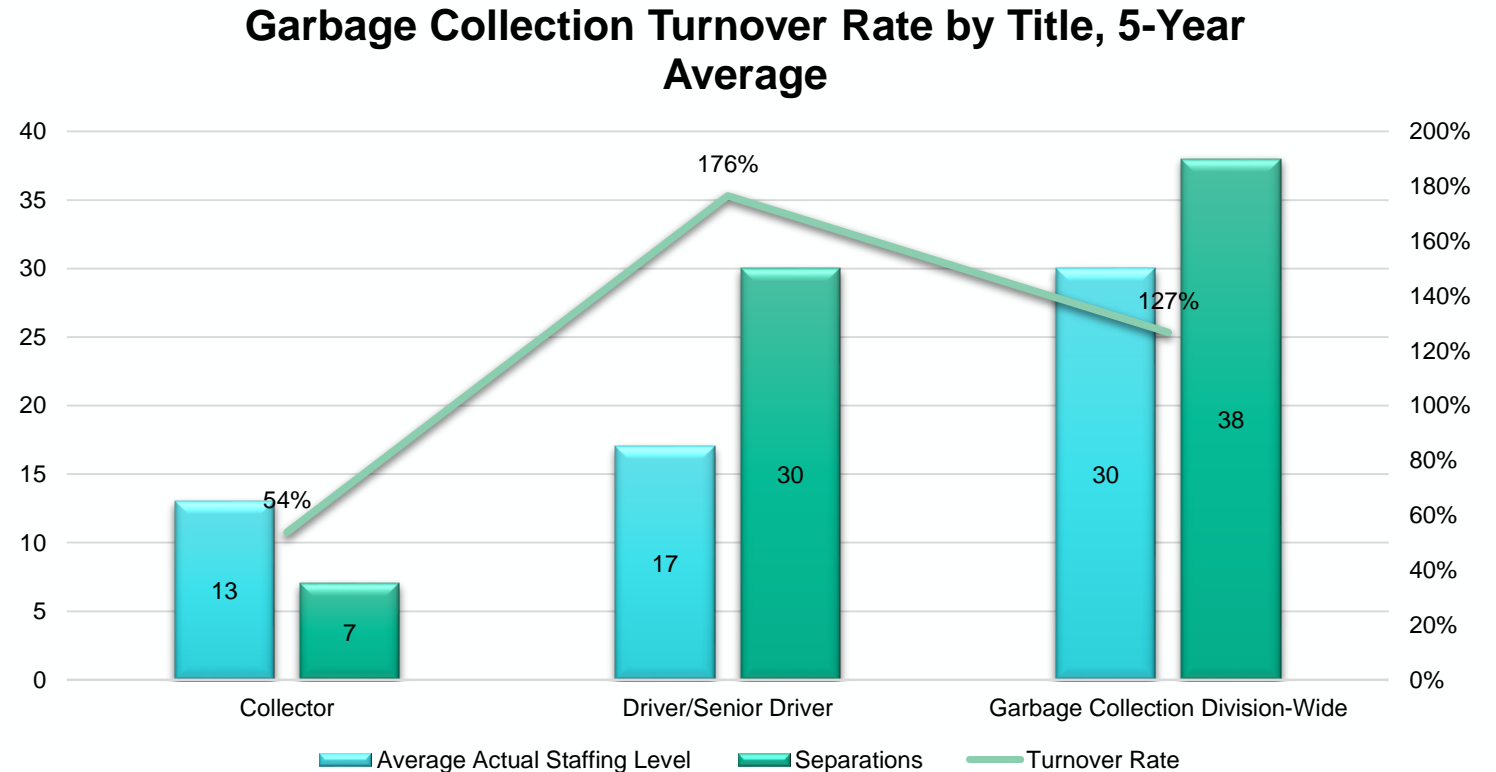
Establish dedicated heavy equipment maintenance crew



Consolidate ES and Fleet under one manager in Public Services

Staffing Capacity

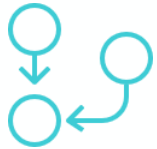
- Low pay in ES and Fleet
- Conditions/benefits
- Lack of opportunity for advancement



Key Recommendations



Enhance compensation and benefits



Create paths within DPS to keep drivers with a CDL



Invest in the necessary fleet maintenance training and certifications

Capital Investment

ENVIRONMENTAL SERVICES

- Tourism district trash receptacles manually collected daily
- Yard waste and bulky serviced with front-end loaders and scow convoys
- Implement use of ASL where feasible

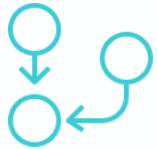
FLEET MAINTENANCE

- No dedicated funding source for vehicle replacements

Key Recommendations



Procure high-capacity public garbage receptacles in Peninsula



Prioritize acquisition of automated packers



Utilize knuckle boom loaders for yardwaste and bulky



Establish Vehicle Replacement Fund



Develop fee structure for trash and garbage collection

City of Charleston – Key Outcomes



Advocacy

Governing body fully understands investment need and has committed significant capital and operating funds to ES and Fleet



Service Level

Created consistency in service level for residents and strengthened relationship between ES and Fleet



Capacity

Generated over 10 FTE positions of labor hours in capacity per year, mitigating vacancy issues and better connecting resources to service priorities

Critical Success Factors



Critical Success Factors – Sponsors



CHAMPION

- Mayor
- Finance Director
- Director of Public Services



DRIVER

- Director of Environmental Services



GOVERNING BODY

- Investment and Service Level

Critical Success Factors – Implementation



While the project is ongoing

- Project management



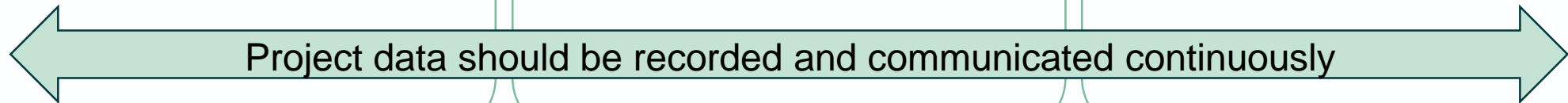
After the project is completed

- Team recognition
- Project closure

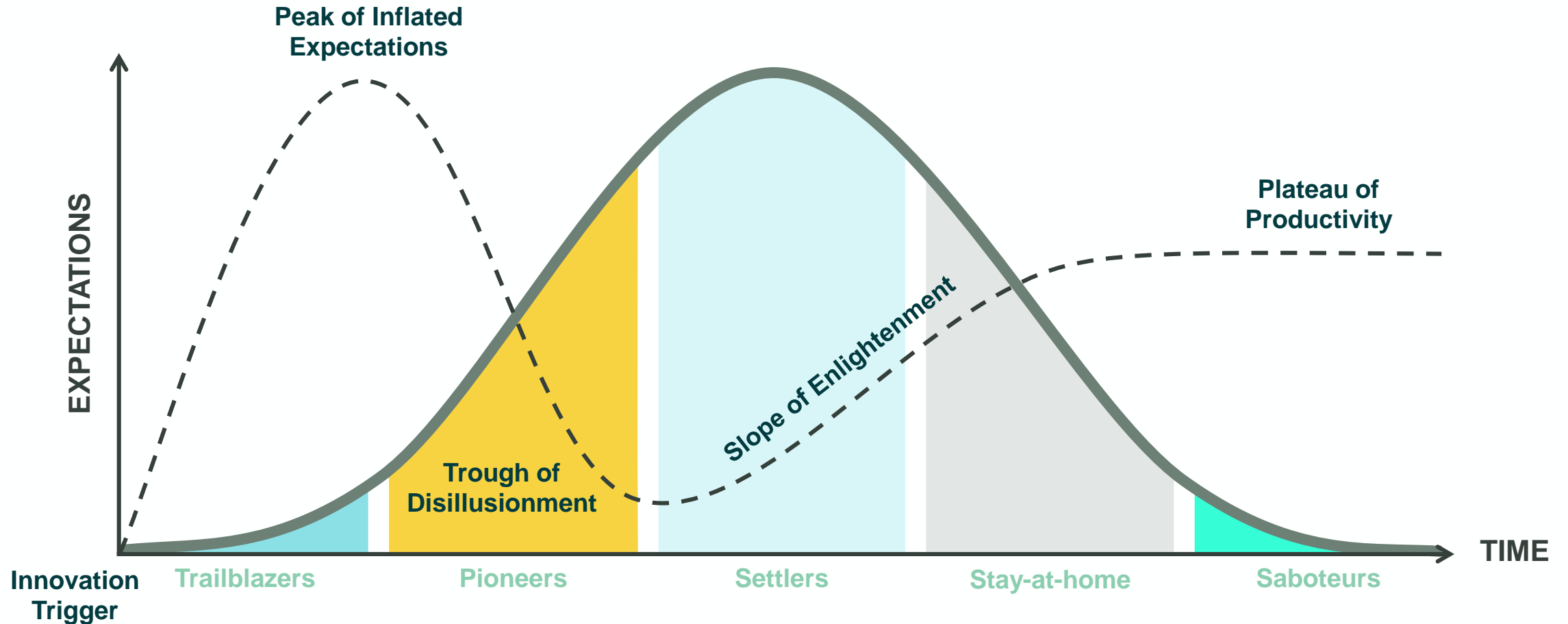


Quarterly/Annually

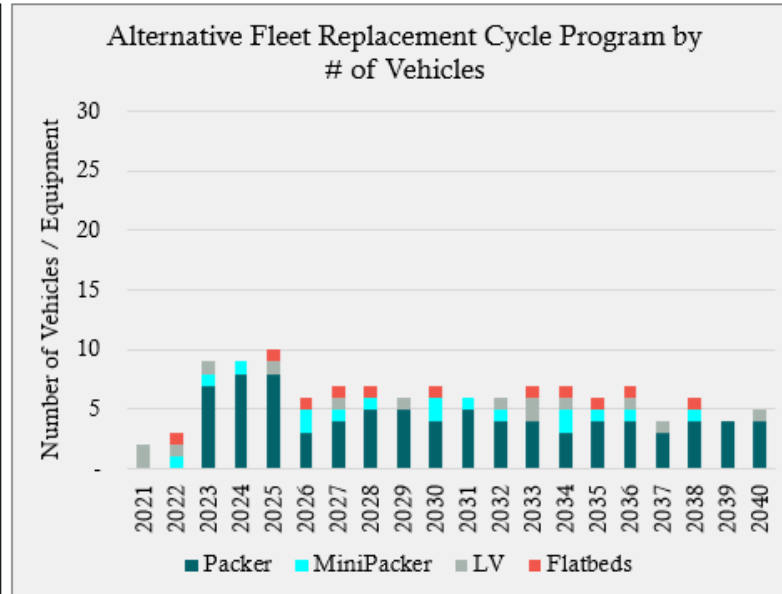
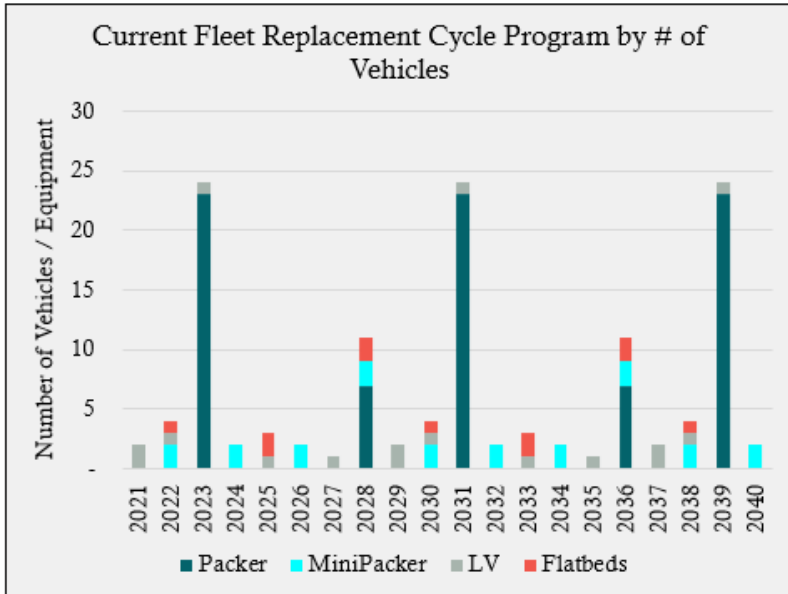
- Identify opportunities for further improvement



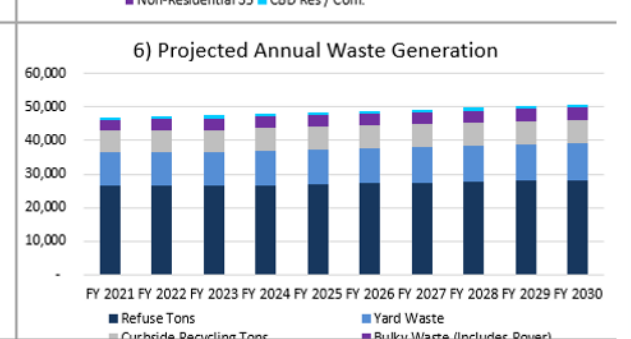
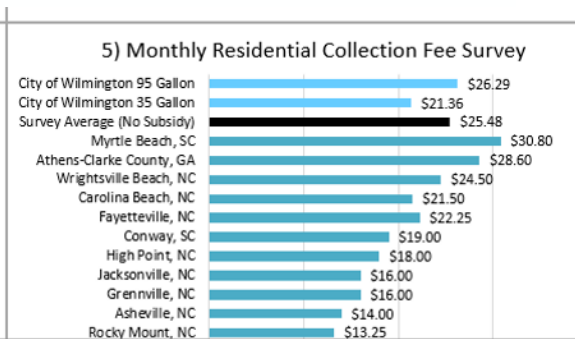
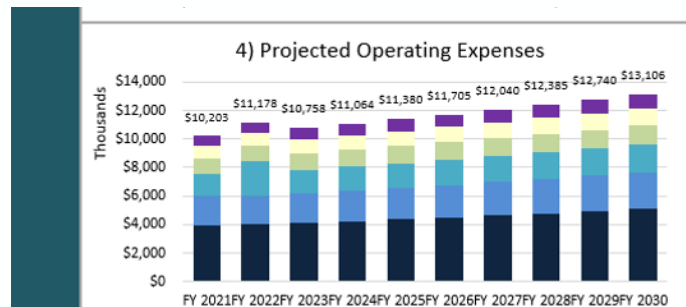
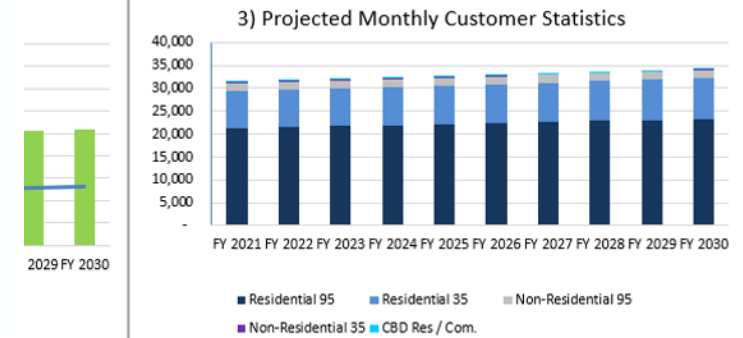
Critical Success Factors – Cultural



Critical Success Factors - Funding & Service Level



FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
1.00%	1.00%	1.00%	1.00%	1.00%
2.00%	2.00%	2.00%	2.00%	2.00%
July	July	July	July	July
\$30.47	\$31.08	\$31.70	\$32.33	\$32.98
\$24.76	\$25.26	\$25.77	\$26.29	\$26.82





Question & Answer

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