



Sunnyvale



Bay Counties Waste Services
Performance Review
&
Initiation of Selection Process for
post 2021 Franchisee

City Council
December 18, 2018



Agenda

- Background
- Performance Review Overview
- Key Findings and Recommendations
- Next Steps

BCWS' Role as Collection Contractor

Provision of services in Sunnyvale is atypical due to the degree of shared responsibility.

- The City bills customers, remits compensation to BCWS.
- City staff are active in developing and implementing collection programs.
- City staff review and approve major expenditures (such as adding routes).

Individually, these factors are not unusual; taken together they are.

BCWS Performance Review – 5 Key Focus Areas

1. City-Company Interaction
2. Management Systems
3. Collection Operations
4. Customer Service
5. Environmental Management

Areas that BCWS is Doing Well

- Collection trucks are well maintained and clean, presenting a positive image in the community.
- Containers are maintained in good condition, with quick graffiti removal and repainting as needed.
- BCWS is flexible in developing and implementing programs to meet City needs.
- BCWS is a proactive, early adopter of new, beneficial technology.
- BCWS is now adding “smart” technology that can enhance service performance, efficiency, and safety.

Areas that BCWS is Doing Well(cont..)

- Customers benefit from access to local customer service staff, providing assistance specific to Sunnyvale services.
- Work orders and customer requests are processed in a timely manner
- BCWS has a strong safety record.
- BCWS has a low rate of staff turnover at all levels
- BCWS' maintenance, management and supervisory staffing levels are reasonable.

Areas of Improvement for BCWS

- Document efforts with significant cost impacts
- Consistent periodic staff training on contract provisions.
- An independent, documented process for ensuring accuracy of submittals.
- Sequencing of residential routes in full compliance with contract provisions
- Improve post-collection placement of containers
- Damaged cart reporting
- Better document “closing of the loop” for customer complaints

City-BCWS Interaction

1. City and BCWS staff should meet no less than monthly, with a standing twice monthly or even weekly call.
2. BCWS management staff should work to anticipate problems and to air any concerns in a timely manner.
3. City and BCWS staff should discuss their respective obligations, responsibilities and constraints to gain a mutual appreciation for each party's role.
4. Both parties would benefit from a fuller understanding of key shared data systems, and ensuring consistency in how they are used.

Conclusion

1. BCWS has provided quality collection service for nearly 30 years.
2. Providing high quality customer and billing services requires BCWS and City staff work closely together.
3. Improved communications and sharing of information can improve overall service delivery.

Next Steps

- Staff concurs with HF&H Review
- Staff recommends
 - ◆ Council accept BCWS Performance review
 - ◆ Initiate selection of Post-2021 Franchisee
 - ◆ Begin with a single-source process with BCWS
 - ◆ Pursue a competitive process if negotiations with BCWS are not successful
- Staff recommends Alternatives 1, 2 and 3