

BCWS Performance Review – Proposed Topics

The following outline summarizes the proposed topics for inclusion in the BCWS performance review.

Management Systems

- A. Review Transition – Review key issues related to the recent generational transition in management to ensure continuity of strong management practices.
- B. Review Management and Supervisory Staffing – Review management and supervisory staffing levels relative to those of similar operations. Review roles and responsibilities, reporting lines, and coordination between management, supervisory and line staff.

Collection Operations

- A. Review Driver Hiring - Review hiring practices, assess potential cost, safety impacts of projected increased use of overtime, and compare the number of spare drivers to best industry practice.
- B. Assess Number and Type of Routes – Review the number and type of routes relative to those of similar operations.
- C. Inventory Collection Equipment – Review the remaining useful life of trucks and containers in anticipation of the end of the current agreement. Compare the ratio of spare trucks to regular trucks relative to best industry practice.
- D. Assess Disposition of Old Equipment – Assess company practice for disposition of old equipment relative to the goal of maximizing ratepayer benefit.
- E. Review Maintenance – Compare level of maintenance supervision and staffing to that of similar operations. Assess average percent of time trucks are out of service relative to best practices. Review adequacy of preventive maintenance practices.
- F. Safety - Review safety record as measured by state rates for workers comp insurance coverage.

Collection Quality

- A. Collection Quality - Review quality of collection on randomly selected routes by observing placement of containers following collection, and observing the condition of carts and bins.
- B. Container Quality - Review and document company procedures for addressing container damage, repair and replacement issues.

Customer Service

- A. Review Complaint Management Process – Review randomly selected complaints/requests to determine if complaints were properly resolved and documented.
- B. Review Work Order Management - Interview City utility billing and BCWS staff; summarize BCWS process for ensuring work orders (e.g. customer request for change in cart size) are completed and properly documented.
- C. Review Customer Service Training - Review training of CSRs (customer service representatives) relative to agreement standards and company procedures.

Financial Data Tracking and Reporting – Review quality assurance and quality control practices and mechanisms to ensure the accuracy of financial information reported to the City.

Environmental Management – Review compliance with key local, county and state regulatory and permitting requirements.