



HOUSTON
PUBLIC WORKS

HOUSTON PUBLIC WORKS

City Council Update

Solid Waste Management Integration: Progress, Accountability, and What Comes Next

October 7, 2026

Delivered by Director Randall V. Macchi, J.D.
with Chief Solid Waste Officer Larius Hassen



HOUSTON
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TODAY'S AGENDA

Three Parts, One Story

Progress we have made, accountability for the investments Council approved, and what comes next for Solid Waste.

Director Randall V. Macchi, J.D.
Chief Solid Waste Officer Larius Hassen



01

PART 1 · PROGRESS

Where We Started, Where We Stand

What has changed since Solid Waste moved under Public Works.

- Functional Alignment
- KPIs
- Customer Service Improvements



02

PART 2 · ACCOUNTABILITY

Illegal Dumping Strategy

How the \$3M will be invested, and how we will measure success.

- \$3M investment snapshot
- Line-item spending plan
- Measuring Success



03

PART 3 · WHAT COMES NEXT

Recycling Education Investment

How the \$250K will be invested, and how we will measure success.

- \$250K investment snapshot
- Line-item spending plan
- Measuring Success

01

PART 1 · PROGRESS

Where We Started, Where We Stand

What has changed since Solid Waste moved under Public Works.

01 Where We Started, Where We Stand

02 Illegal Dumping Strategy

03 Recycling Education Investment



COUNCIL'S ADOPTED FINDING

"...the current level of funding and resources is insufficient to sustain... existing service levels."

— Ordinance 2026-0516

How Did We Get Here?

From a standalone department to One HPW.

1

Its Own Department

General Fund–supported with no dedicated fee

2

Integrated into HPW

Ordinance 2026-0516 and a \$5 administrative fee, effective July 2026

3

Internal Assessment

Strategic Initiatives and SWM reviewed operations, technology and staffing

4

Today: One HPW

The progress made, and what's next

SETTING THE STAGE

OUR MISSION

To provide and improve quality of life for everyone.

OUR VISION

To be the premier public works agency in North America.

OUR CORE VALUES

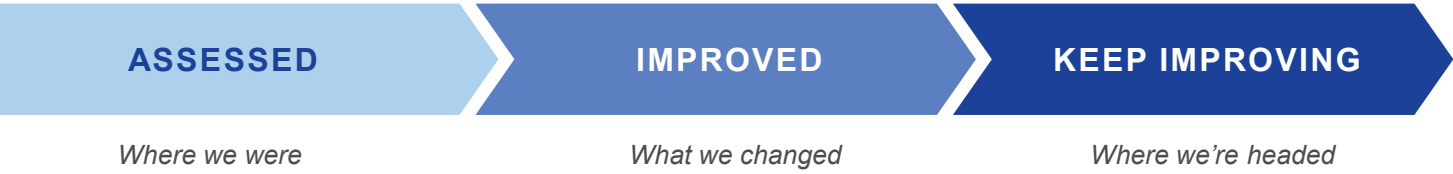
-  Responsiveness
-  Collaboration
-  Resiliency
-  Integrity
-  Ownership
-  Innovation



One HPW

Solid Waste: Intentionally Integrated.

Not just moved under HPW but built into how HPW runs. And we're not done.



Across four areas, each laid out in the slides ahead

Up next 



People

Shared standards for leadership & accountability



Process

Common SOPs, systems, and data governance



Performance

One KPI framework, executive-owned

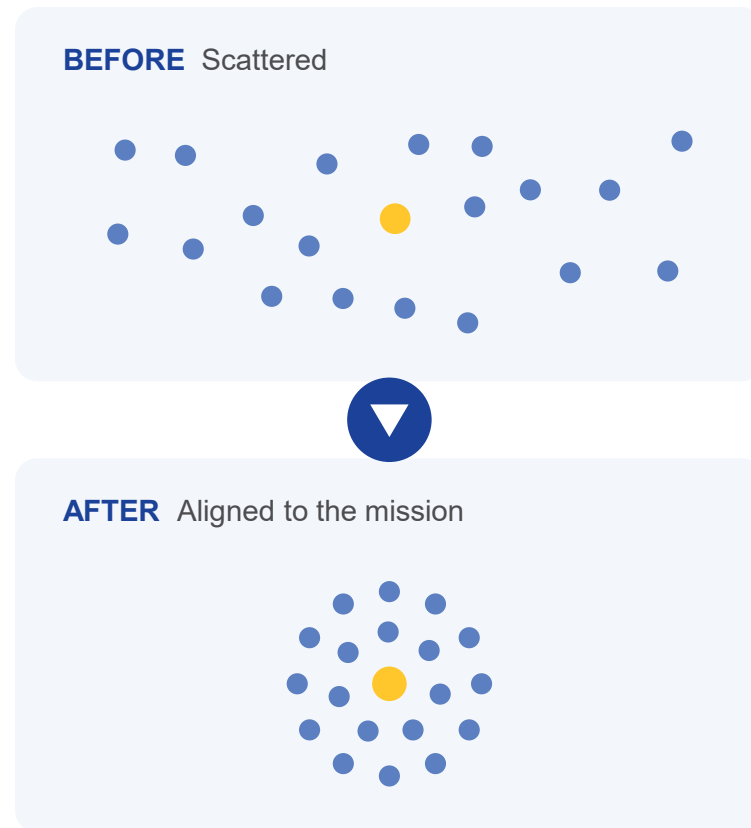


Accountability

Named owners for every function

Reorganizing Solid Waste for Accountability

In response to the Ernst & Young review, we've organized Solid Waste programs around HPW's mission while ensuring compliance with span of control recommendations.



4 Core Sections



3 functions moved to where they're better supported



Then: We Counted Activity

Before integration, Solid Waste reported volume counts: how busy crews were, not how well residents were served.

THEN · OUTPUT KPIs

What we used to report, with FY27 budget targets



Tree & yard waste
collected

18,300

tons · FY27 target



Containers
replaced or
repaired

19,200

containers · FY27 target



Heavy trash
collected

230,000

tons · FY27 target



Avg. recycling
stops weekly

165,500

stops · FY27 target



Drop-offs at
waste collection
sites

67,000

drop-offs · FY27 target

WHY THESE FELL SHORT



**Counted activity, not
results**

Tons and drop-offs rise and fall with weather and storms, not service quality.



Bigger isn't better

More containers repaired can mean more carts breaking, not happier residents.



**No timeliness
standard**

Nothing measured whether pickups were on schedule or requests closed on time.



**No owner, no
monthly check-in**

Reported once a year in the budget, with no executive owner watching monthly.

Previously tracked metrics and targets: FY27 citywide budget presentation.

Now: Outcome KPIs and FY27 Targets

Eight KPIs, each with an FY27 target and an executive owner, tracked monthly.

SERVICE OUTCOMES *What residents experience*



On-Time Performance

Collection routes completed on their assigned day.

FY27 TARGET

99%



Service Reliability

Missed pickups reported to 311 per 10,000 pickups.

FY27 TARGET

< 10



SRs Closed Within SLA

311 requests completed within their SLA deadline.

FY27 TARGET

100%



Backlog Prevention

Requests closed vs. requests opened each month.

FY27 TARGET

100%



Escalation Rate

Percentage of 311 escalated service requests.

FY27 TARGET

< 2%

OPERATIONAL EFFECTIVENESS *How well we use our resources*



Fleet Availability

Vehicles ready for service, not in the shop for repairs.

FY27 TARGET

85%



Multi-Driver Rate

Routes needing more than one driver to finish.

FY27 TARGET

< 25%



FY27 Overtime Reduction

Percentage reduction in OT spend compared to FY26.

FY27 TARGET

10%

Service Level Agreement (SLA)

On-Time Performance

Percentage of routes completed on their assigned day. Higher is better.

FY27 SO FAR (JUL–SEP 2026)

GARBAGE

99%

▲ up from 92% in Jan–Jun

RECYCLING

98%

▲ up from 86% in Jan–Jun

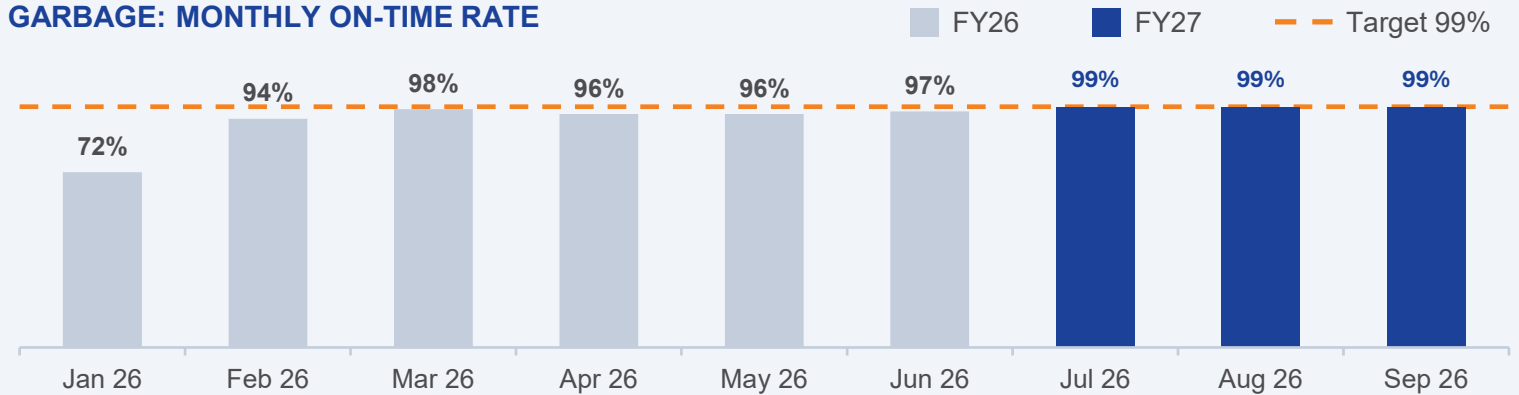
HEAVY TRASH (AUGUST ONLY)

41%

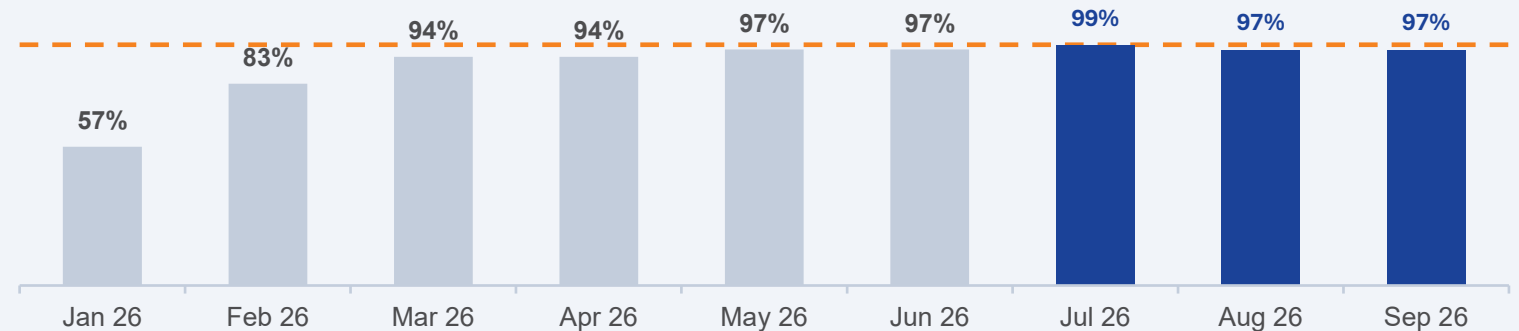
Collected every other month

Target **99%** on every service

GARBAGE: MONTHLY ON-TIME RATE



RECYCLING: MONTHLY ON-TIME RATE



Source: Routeware Route Tracker. On time = route completed on its assigned day; routes completed on the City's published holiday makeup day count as on time.

Collection Service Reliability

For every 10,000 pickups, how many were reported missed to 311 each month. Lower is better.

FY27 SO FAR (JUL–SEP 2026)

GARBAGE

17.1 ▼ 11% fewer

down from 19.2 in FY26

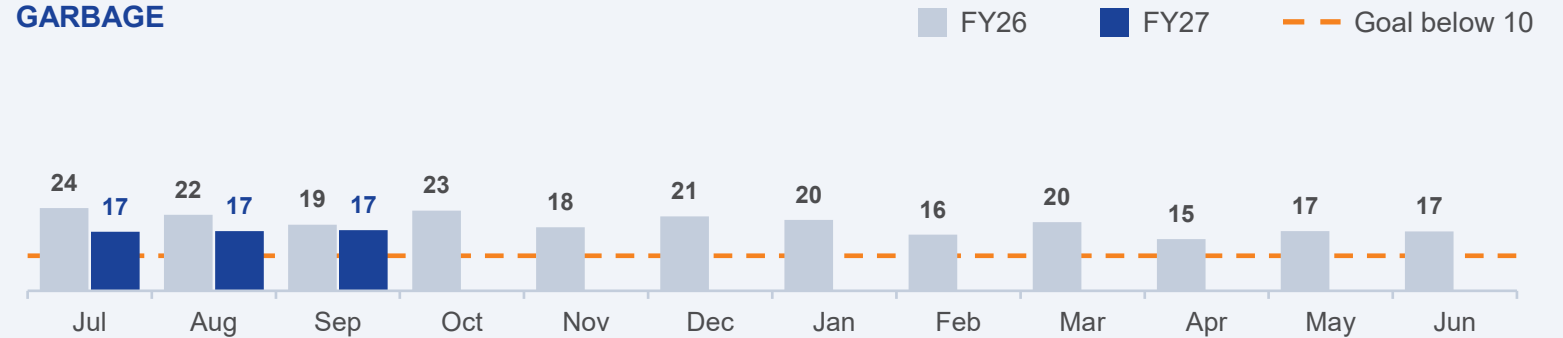
RECYCLING

13.4 ▼ 35% fewer

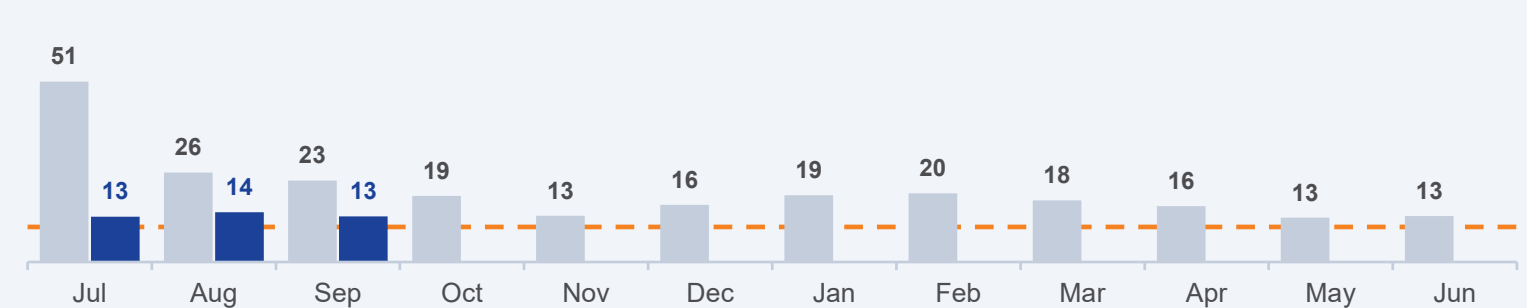
down from 20.5 in FY26

Goal **below 10**

GARBAGE



RECYCLING



Source: 311 missed-pickup requests (CRIS) ÷ scheduled pickups × 10,000. Pickups = homes served × collections per month (garbage 395,551 × 4; recycling 393,623 × 2).

Overtime Reduction Rate (Year-over-Year)

Percentage reduction in OT spend compared to FY26.

FY27 SO FAR (JUL–AUG 2026)

-27.5%

▼ 2.7x better than the 10% target

Target **10% Reduction**

MONTHLY TREND



September 2026 data pending pay period close-out.

Service Requests Closed Within SLA

Out of all requests we finished each month, how many were finished within the time we promised.

FY27 SO FAR (JUL–SEP 2026)

87.9%

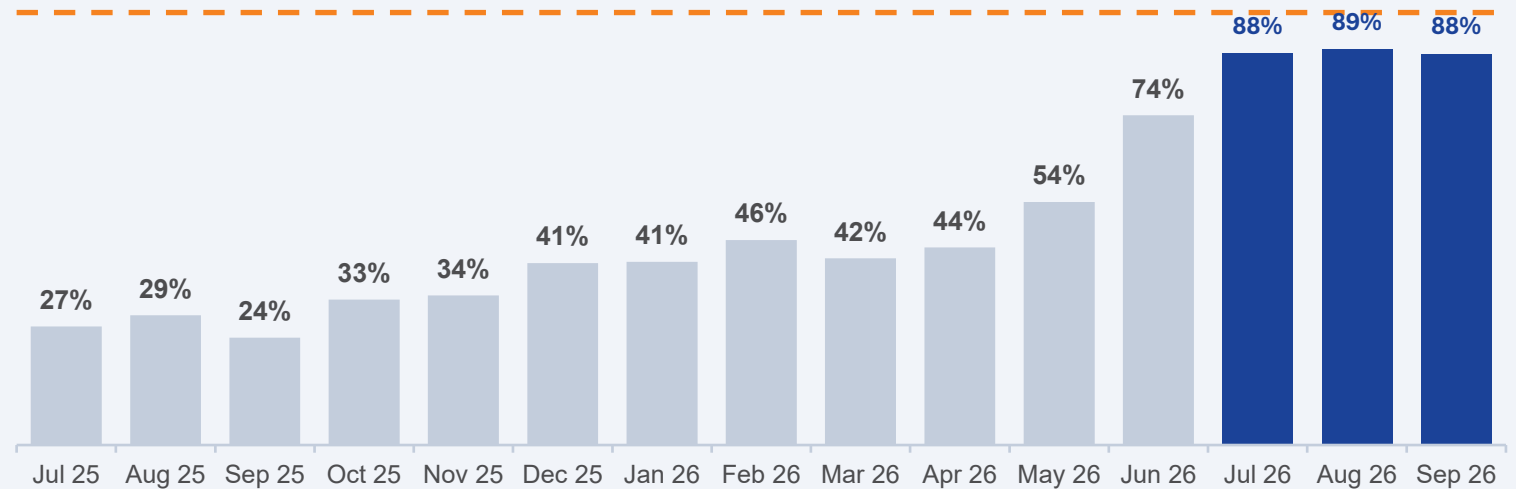
▲ up from 39.2% in FY26

July 2025: 27% → July 2026: 88%

Target **100%**

MONTHLY: REQUESTS CLOSED WITHIN SLA

FY26 FY27 Target 100%



Source: Mayor's Office 311 SR Performance Dashboard. On time = requests closed within the promised time (SLA) ÷ all requests closed that month.

Backlog Prevention Rate

Percentage of services requests we closed over service requests we received.

FY27 SO FAR (JUL–SEP 2026)

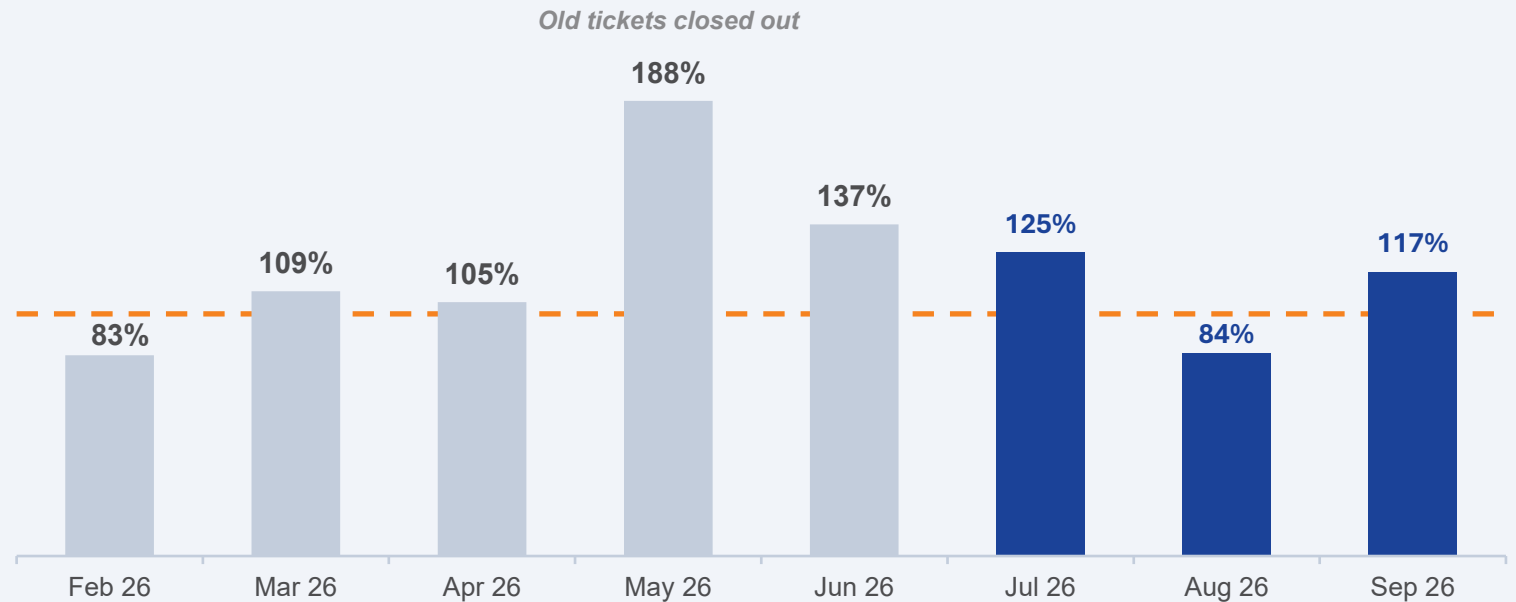
108%

41,000 finished; 38,000 came in
FY26 (Feb–Jun): 123% during cleanup

Target **100%**

MONTHLY: REQUESTS FINISHED ÷ CAME IN

FY26 FY27 Target 100%



Source: 311 service request export. Finished = requests closed that month (by completion date) ÷ requests opened that month; canceled requests excluded.
FY26 shows Feb–Jun 2026 only: before February, most tickets were closed without a completion date, so earlier months cannot be measured.

Escalation Rate

Out of every 100 requests, how many were escalated for extra follow-up. Lower is better.

FY27 SO FAR (JUL–SEP 2026)

1.8%

▼ down from 9.2% in FY26

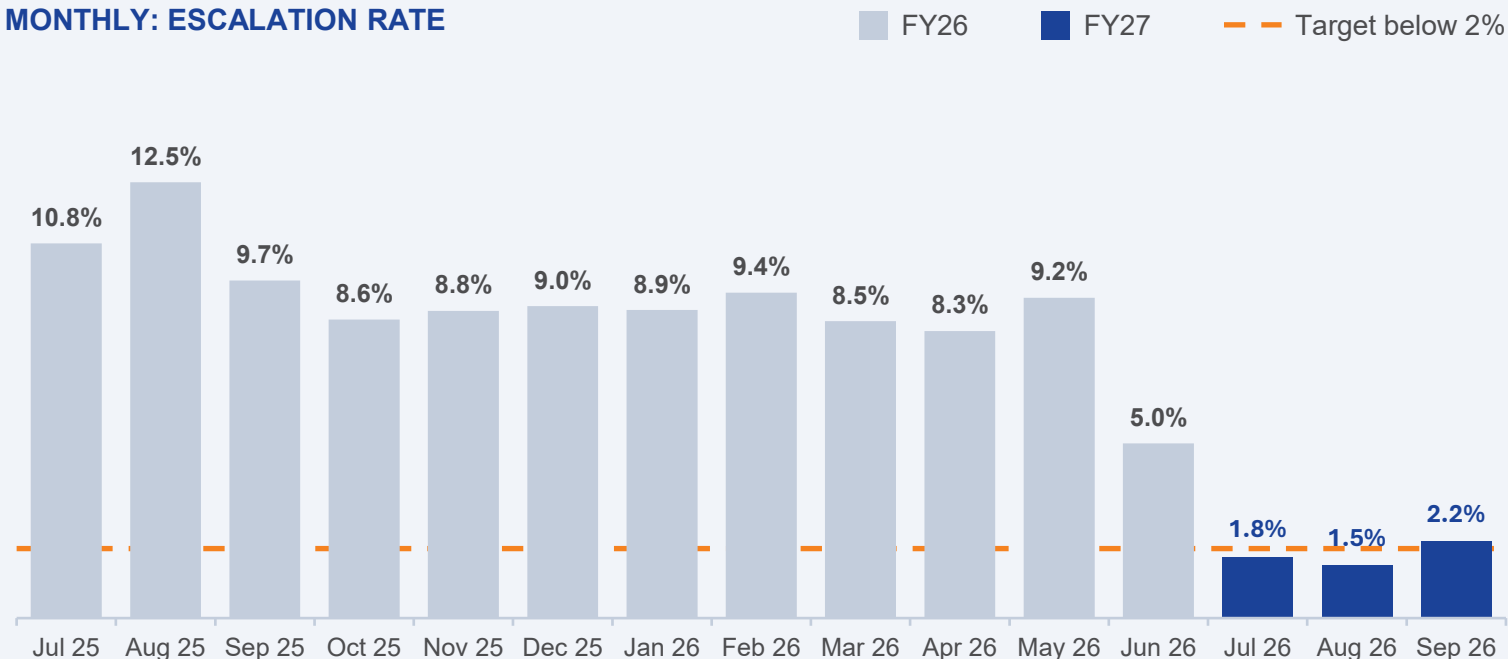
July 2025: 10.8% → July 2026: 1.8%

Target **below 2%**

WHAT IS AN ESCALATION?

A request is escalated when a resident asks, several people report the same problem, or it needs extra follow-up.

MONTHLY: ESCALATION RATE



Source: 311 service request export. Escalation rate = SWM Escalation requests ÷ all Solid Waste requests opened that month. FY26 = Jul 2025–Jun 2026 (16,035 of 174,784); FY27 = Jul–Sep 2026 (690 of 37,918). September may change slightly as records are finalized.

Multi-Driver Rate

Out of every 100 scheduled garbage and recycling routes, how many needed more than one driver to finish. Lower is better.

FY27 (JUL–SEP 2026)

GARBAGE

35.3%

▼ down from 40.8% in Jan–Jun

RECYCLING

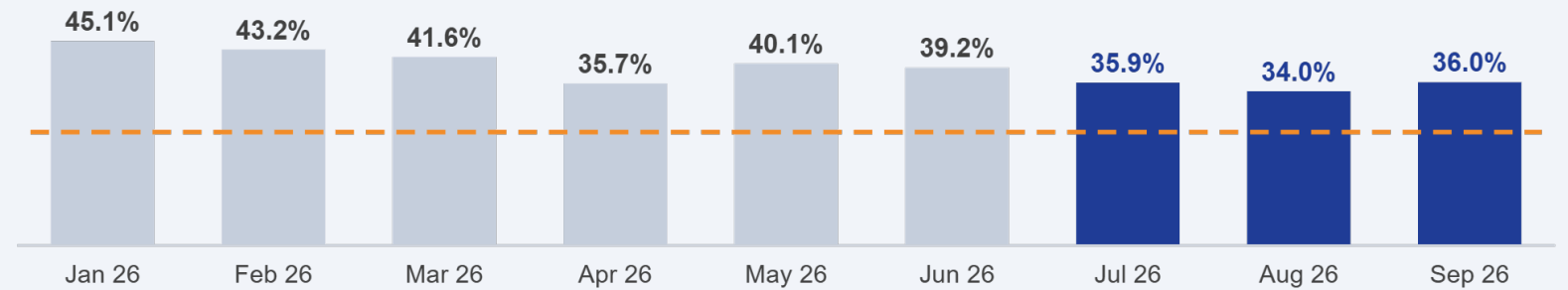
41.5%

▼ down from 59.4% in Jan–Jun

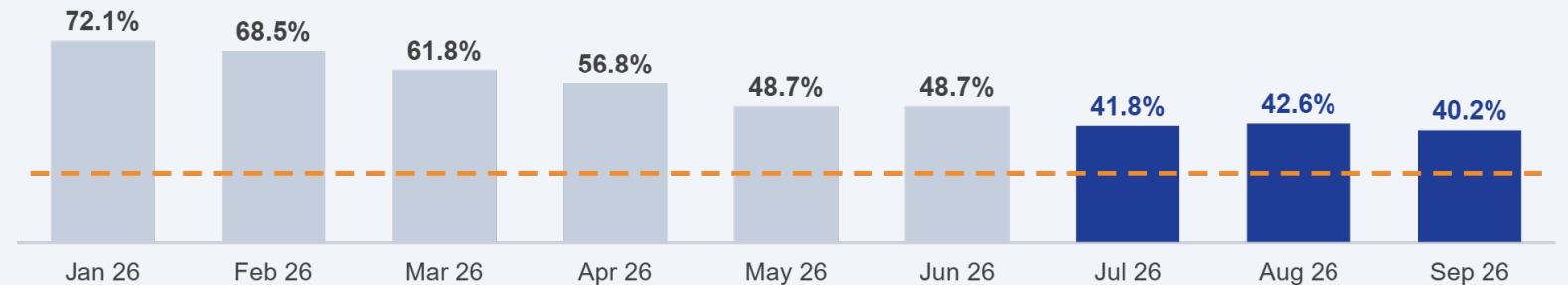
Target **below 25%**

GARBAGE: MONTHLY MULTI-DRIVER RATE

■ FY26 ■ FY27 — Target below 25%



RECYCLING: MONTHLY MULTI-DRIVER RATE



Source: Routeware. Rate = routes needing more than one driver ÷ routes scheduled per the route schedule

Fleet Availability (Out of Shop Rate)

Out of every 100 side-loader trucks, how many were out of the shop and ready to run at the start of the day. Higher is better.

FY27 SO FAR (JUL–SEP 2026)

83% out of shop

▲ up each month: 82% → 84%

About 35 of 212 side-loaders in the shop

Target **85%**

WHAT 85% MEANS

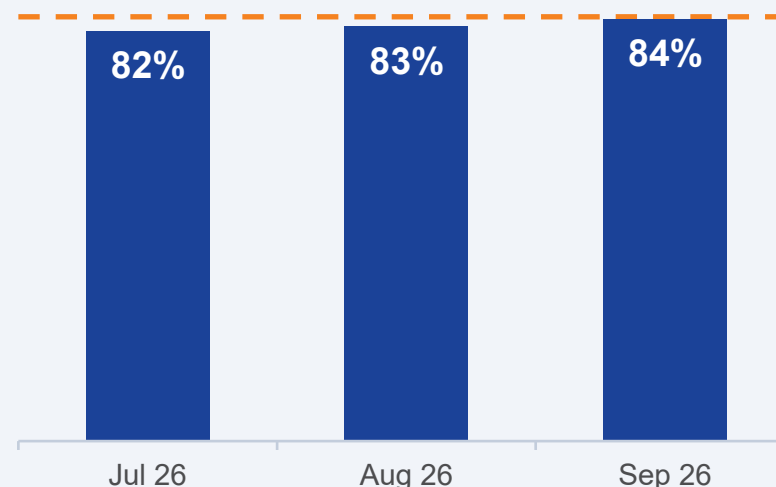
At 85%, about 32 of 212 side-loaders would still be in the shop on a typical day.

In September, 33 were in the shop.

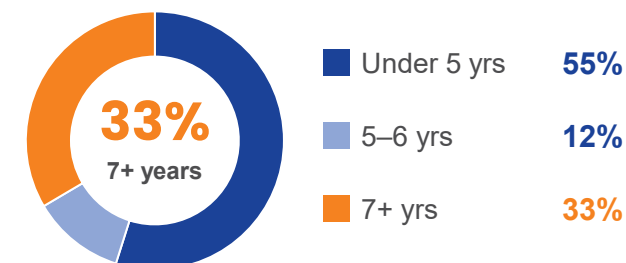
MONTHLY: OUT OF SHOP

■ FY27

— Target 85%



AUTOMATIC SIDE-LOADER (ASL) FLEET AGE



By June 2027: 45% of ASLs will be 7+ years old

An aging fleet: the industry standard life of a garbage truck is 7 years. One in three of our side-loaders is already past it, and nearly half will be by June 2027.

Source: Fleet records, monthly in-shop snapshot of 212 side-loaders (ASL). Fleet age: Fleet Asset Refresh Model, all active ASLs (January 2026), age based on in-service date. 7-year replacement standard: Burns & McDonnell.

311: Simpler Requests, Faster Resolution

Fewer request types, one standard deadline for each, and tickets closed in days instead of weeks.

BEFORE

38



AFTER

12*

service request types, each with one owner and a written playbook
+3 types moving to Code Enforcement & Compliance · 24 retired or merged

NEW SLA - FINISHED WITHIN 4 BUSINESS DAYS

Missed Garbage
was 4 working days

Missed Recycling
was 4 working days

Missed Yard Waste
was 6 working days

NEW SLA - FINISHED WITHIN 5 BUSINESS DAYS

Missed Heavy Trash
was 7 working days

Can Replacement / Repair
was 10–14 calendar days

Add / Remove Extra Can
was 14–19 calendar days

Personnel / Vehicle Complaint
was 5 calendar days

SWM Escalation
was 3 working days

Accessibility Pickup Enrollment
was 30 calendar days

Order Bag Tags
was 7 calendar days

SWM Billing
new request type

New Service / Account
was 11–66 calendar days

Gray text shows each request's old SLA

*Request types being simplified in partnership with ARA; not yet fully in effect.

AVERAGE DAYS TO RESOLVE

All Solid Waste 311 tickets

36.3 days FY26

6.0 days FY27

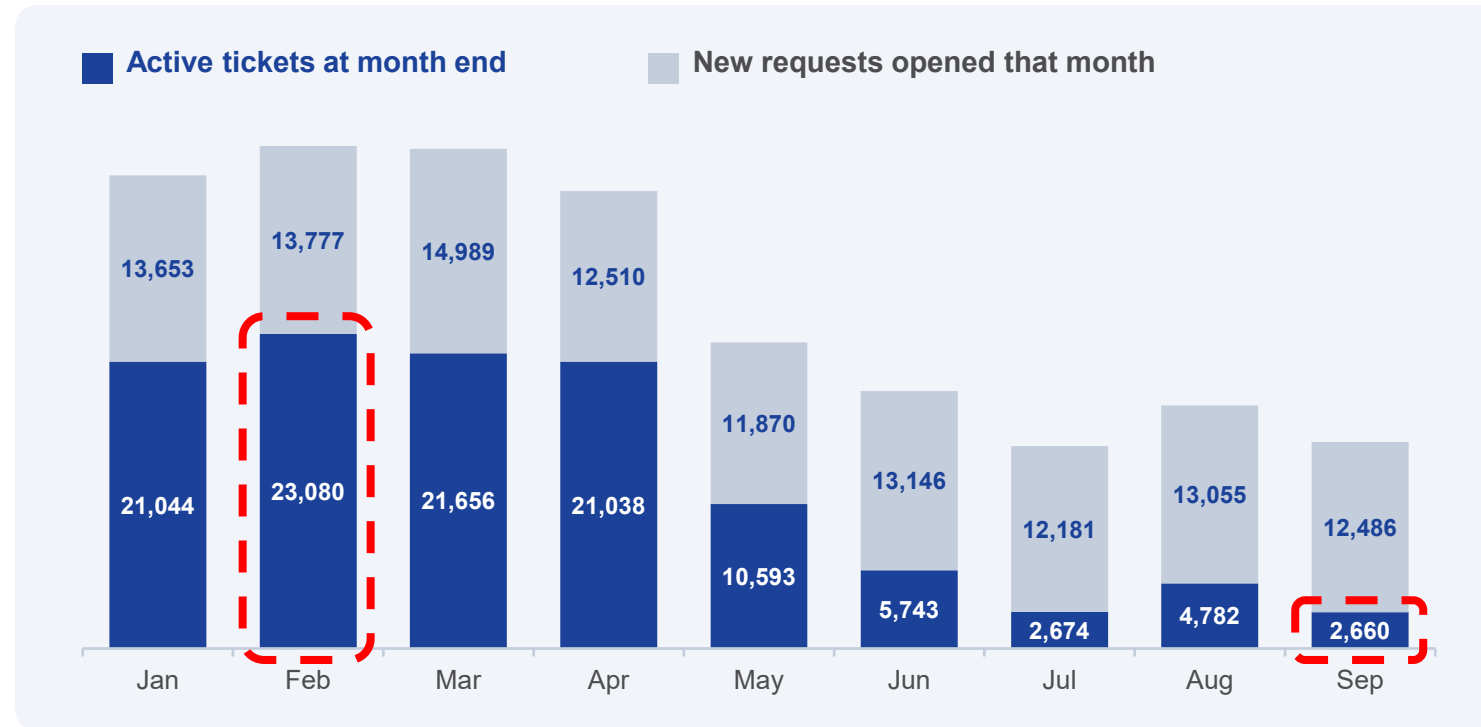
83%

faster

From about 5 weeks to under a week

311: Active vs. New Service Requests

Active tickets at month end, stacked with new requests opened that month, January – September 2026.



WHAT IT TELLS US

-11%

Fewer requests per month
Jul–Sep averaged 12,574 a month, down from 14,140 in Jan–Mar.

-88%

Fewer active tickets
Dropped from over 23,000 in February to about 2,700 in September.

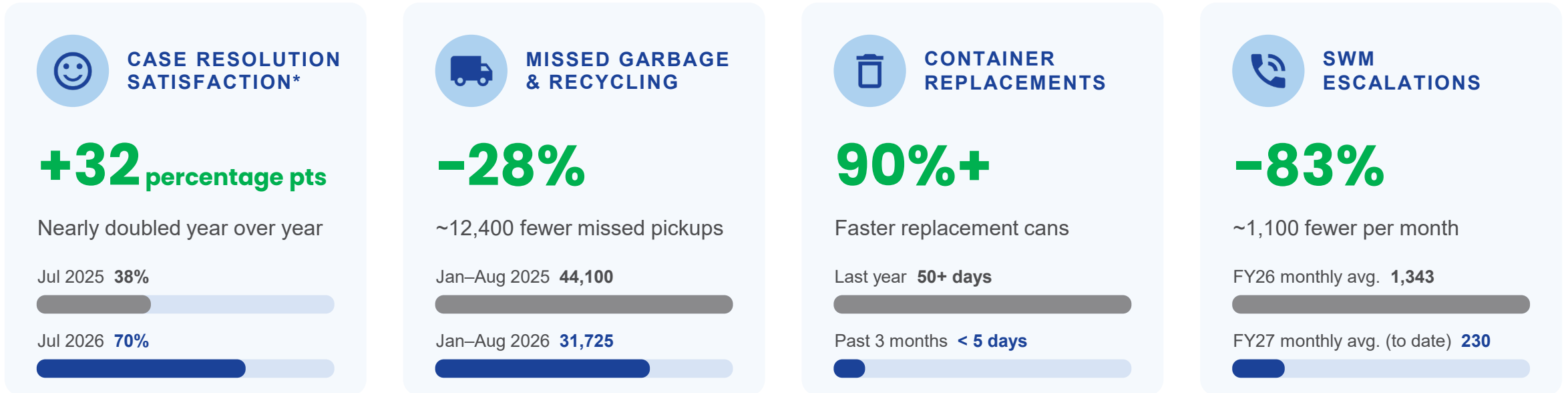
The backlog didn't shrink because requests stopped.
Requests kept coming in at about the same pace; crews closed them faster.

Steady, predictable demand: new requests stayed between 12,000 and 15,000 every month.

Source: SWM 311 service request export (FY2026 Open SRs). Active = open at month end; Opened = created that month. Canceled excluded. Before Feb 2026 many tickets were closed without a completion date; those are counted as closed.

Improving the Customer Experience: Results

Year-over-year results: happier residents, fewer missed pickups, faster service.



*Case resolution satisfaction score is based on a survey sent to the customer after a 311 service request is closed in the system. Customers rate their experience with the handling and resolution of their request.



Where We Are & Why It Takes Time

A condensed view of the challenges still ahead, and the sequential work required to close them.

WHERE WORK REMAINS

Resident Education

Around Solid waste programs including disposal and recycling options

Recycling Contamination

Active challenge affecting cost & efficiency

Employee Retention

Losing experienced staff faster than replaced

Vacancy Rate

Key leadership & frontline roles unfilled

Data Consistency

Inconsistent data hinders planning/reporting

Vehicle Availability

Need more vehicles to cover full service area

Aging Fleet

33% of ASL vehicles 7+ yrs old (7-yr std.)

Reduced Overtime

Less OT contributing to staff turnover

WHY THIS TAKES TIME: DECADES OF UNDERINVESTMENT



Standing Up New Programs

Pilots, contracts, data systems & public education must be stood up and proven.



Changing Procedures

New SOPs, workflow owners & systems built, tested, and adopted department-wide.



Hiring & Training Staff

Recruiting, onboarding, CDL licensing & safety certification take time to do right.



Purchasing Vehicles

Procurement, bid cycles & manufacturer lead times mean trucks take months to arrive.

What we're building in the meantime: the architecture

Every step here strengthens the operational foundation; staffing structures, procedures, and systems built once and used for years.

02

PART 2 · ACCOUNTABILITY

Illegal Dumping Strategy

How the \$3M will be invested, and how we will report results.

✓ 01 Where We Started, Where We Stand

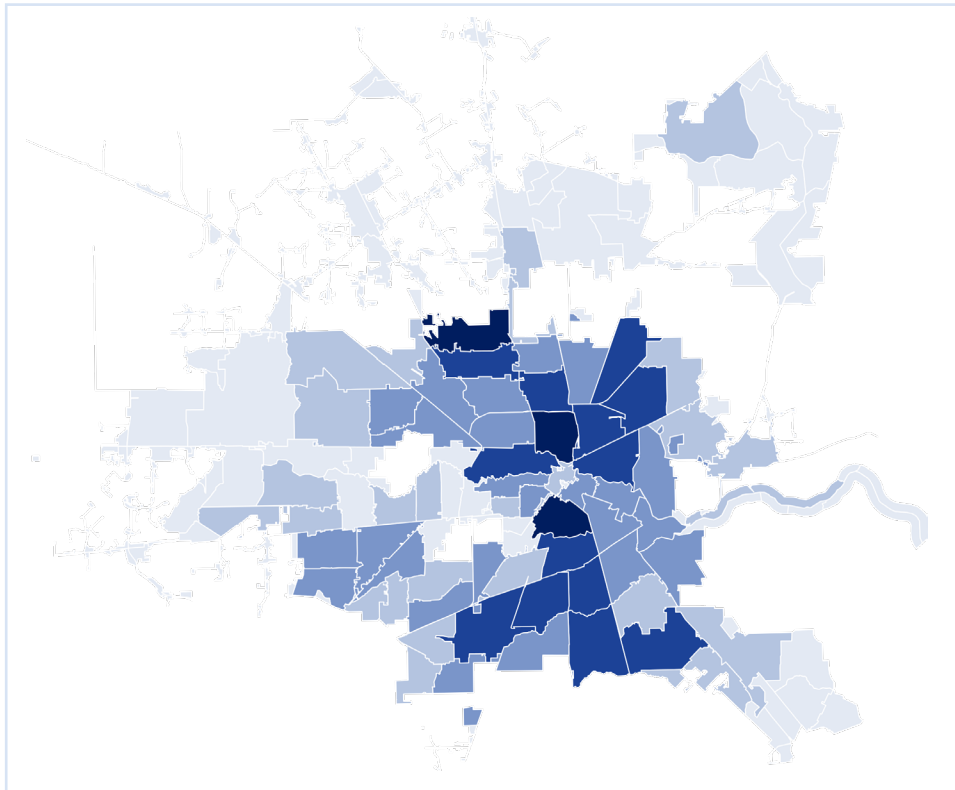
02 Illegal Dumping Strategy

03 Recycling Education Investment

Illegal Dumping Service Requests Per Zip Code

Trash Dumping/Illegal Dumpsite and Heavy Trash Code Violation service requests, **3/1/2026 – 9/28/2026**.

Service period: 3/1/2026 – 9/28/2026



REPORTS PER ZIP CODE

276 – 408	3 ZIPs
171 – 275	13 ZIPs
86 – 170	24 ZIPs
31 – 85	24 ZIPs
0 – 30	77 ZIPs

TOP 10 ZIP CODES

1	77009	408 reports	6	77016	252 reports
2	77004	332 reports	7	77028	246 reports
3	77088	279 reports	8	77021	244 reports
4	77020	257 reports	9	77026	240 reports
5	77045	257 reports	10	77022	236 reports

8,623

Total Illegal Dumping & Heavy Trash Code Violations Received for all Zip Codes

165

Active Illegal Dumping & Heavy Trash Code Violations

Top 10 zip codes represent around 32% of all Trash Dumping/Illegal Dumpsite and Heavy Trash Code Violation service requests received.

A Four-Part Approach to Illegal Dumping

Amendment 4.01 allocated \$3M. We'll put it to work across the full program — the most effective and financially responsible path.

"If not addressed, an illegal dump site can embolden others to dump... and perpetuate the cycle." — U.S. EPA, Illegal Dumping Prevention Guide



All four must work together. A coordinated approach is necessary for sustainable results..

Illegal Dumping: Our Workforce Capacity

Staff listed are shared resources supporting the Illegal Dumping Program alongside other assigned duties.

Code Enforcement & Compliance

Job Classification	Pos.
Community Service Inspector	8
Code Enforcement Officer II	4
Chief Inspector	1
Customer Service Rep III	2
VACANT – Customer Service Rep III	3
VACANT – Community Service Inspector	1
Total Positions	19

Solid Waste Management

Job Classification	Pos.
Senior Refuse Truck Driver	43
Equipment Operator III	31
Solid Waste Supervisor	5
Senior Sideload Operator	1
Senior Superintendent	1
Total Positions	81

Houston Police Department

Job Classification	Pos.
Sergeant	2
Detective	4
Senior Inspector	3
Community Service Inspector	2
Administrative Associate	1
Total Positions	12

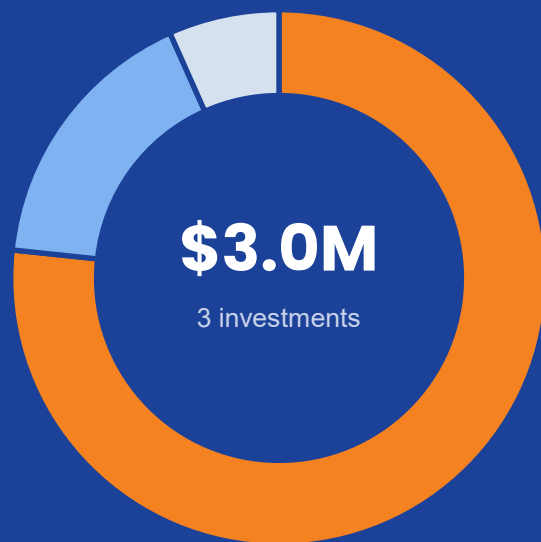
A joint effort - not a Public Works program alone.

\$3M to Reduce Illegal Dumping

Amendment 4.01 funds investments in FY27 that work together to break the illegal dumping cycle.

AMENDMENT 4.01 · FY27

Illegal dumping investment



Over two-thirds the funding goes to equipment for cleanup crews, so dumped sites are cleared fast.

HOW THE \$3M WILL BE INVESTED



Capital Equipment

Vehicles and cleanup tools for crews.

Nov '26 – Jun '27

\$2.3M

76.7% of total



Cameras & Signage

CCTV and anti-dumping signs at chronic dump sites.

Dec '26 – Jun '27

\$500K

16.7% of total



Public Education

Campaigns, outreach materials and community events.

Oct '26 – Jun '27

\$200K

6.7% of total

Illegal Dumping: Capital Equipment

Vehicles to be purchased and deployed from November 2026 through March 2027.

PLANNED TIMELINE

Nov '26

Dec '26

Jan '27

Feb '27

Mar '27

Apr '27

May '27

Jun '27

INVESTMENT CATEGORY



Capital
Equipment

\$2.3M

DATA TABLE / IMPLEMENTATION DETAIL

Category	Work item	Start	Target/End	Est. Cost	What it delivers
Capital Equipment	(Qty: 3) Rear Steer Hydraulic Loader <i>(estimated \$279,040 a unit)</i>	Nov 2026	June 2027	\$837,120	Three rear steer hydraulic loaders; supports two complete pickup teams plus additional loader capacity.
	(Qty: 5) Tractor Trailer <i>(estimated \$266,824 a unit)</i>	Nov 2026	June 2027	\$1,334,120	Five complete tractor-trailer units; supports two complete teams plus one additional hauling unit.
	Supplemental equipment / contingency	Nov 2026	June 2027	\$128,760	Remaining allocation for upfitting, attachments, delivery, field tools, or price changes.
Total				\$2,300,000	

Costs are preliminary estimates and may change through the City's formal procurement process. Final amounts will remain within the approved budget.
In collaboration with Fleet Management Department (FMD) and Strategic Purchasing Division (SPD).

Illegal Dumping: Cameras & Signage

Purchase and installation from December 2026 through June 2027.

PLANNED TIMELINE

Nov '26

Dec '26

Jan '27

Feb '27

Mar '27

Apr '27

May '27

Jun '27

INVESTMENT CATEGORY



**Cameras &
Signage**

\$500K

DATA TABLE / IMPLEMENTATION DETAIL

Category	Work item	Start	Target/End	Est. Cost	What it delivers
Camera & Signage	Purchase camera components (build/in collaboration with HPD, units in-house)	Dec 2026	Apr 2027	\$326,000	Expand HPD-built camera deployments at chronic dumping sites.
	Maintenance / IT cloud technology	Dec 2026	June 2027	\$14,000	IT/cloud maintenance per camera per month.
	Purchase/build and install anti-dumping signage	Dec 2026	June 2027	\$60,000	Visible deterrence and public notice at chronic dumping locations.
	HPD/HPW-CEC illegal dumping enforcement overtime	Jan 2027	June 2027	\$100,000	Enforcement and outreach support.
Total				\$500,000	

Costs are preliminary estimates and may change through the City's formal procurement process. Final amounts will remain within the approved budget.

In collaboration with Houston Police Department (HPD) and HPW-Code Enforcement Division (CE&C)

Illegal Dumping: Public Education and Outreach

Phased education and outreach strategy from October 2026 through June 2027.

PLANNED TIMELINE

Oct '26 Nov '26 Dec '26 Jan '27 Feb '27 Mar '27 Apr '27 May '27 Jun '27

INVESTMENT CATEGORY



Public
Education

\$200K



Identify + Prepare

Launch + Inform

Amplify + Engage

Reinforce + Measure

DATA TABLE / IMPLEMENTATION DETAIL

Category	Work item	Est. Cost	What it delivers
Education & Outreach	Hotspot research, baseline & evaluation	\$25,000	Hotspot analysis, surveys, pre/post measurement and evaluation
	Targeted neighborhood outreach	\$50,000	Direct engagement with civic groups, faith-based organizations, apartments, and neighborhood associations
	Paid/geotargeted media & Out-of-Home (OOH)	\$45,000	Digital/social, neighborhood media, billboards/signage near hotspot corridors
	Resident disposal education	\$30,000	Heavy trash, Neighborhood Depositories, move-out and legal disposal materials
	Contractor/business outreach	\$20,000	Building suppliers, tire/auto shops, permitting touchpoints and debris accountability
	PR, earned media & activation	\$20,000	Before/after storytelling, partners, media moments and local messengers
	Optimization reserve	\$10,000	Redirect funding toward strongest-performing areas and channels
Total		\$200,000	

Costs are preliminary estimates and may change through the City's formal procurement process. Final amounts will remain within the approved budget. Projections provided by the HPW Communications and Marketing division. Education and outreach will support the broader illegal dumping strategy by increasing awareness of legal disposal options and encouraging behavior change in targeted area.

Where Every Dollar Goes

Updated FY27 \$3M allocation by investment category, line item, expected output, and reporting measure.

 Capital Equipment \$2.3M	 Cameras & Signage \$500K	 Public Education \$200K	 Total \$3.0M
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Category	Proposed Spending Summary	Amount	How we will report it
Capital Equipment	Three rear steer hydraulic loaders and five complete tractor-trailer units; supports two complete pickup teams plus additional loader capacity.	\$2,300,000	Number of sites cleared per month
Cameras & Signage	Cameras, signage, and enforcement overtime to deter and catch illegal dumping at chronic sites.	\$500,000	Cameras deployed Signs installed Enforcement referrals OT hours
Public Education & Outreach	Data-driven outreach, media, and resident education focused on illegal dumping hotspots.	\$200,000	Households/businesses reached Outreach events held Impressions and reach Materials distributed Media earned Partners engaged
Total		\$3,000,000	

*Costs are preliminary estimates and may change through the City's formal procurement process. Final amounts will remain within the approved budget.
Equipment types and unit pricing confirmed by City of Houston Fleet Management Department; camera costs based on HPD planning estimates.*

03

PART 3 · WHAT COMES NEXT

Recycling Education Investment

Helping residents recycle right, and keeping recycling affordable.

✓ 01 Where We Started, Where We Stand

✓ 02 Illegal Dumping Strategy

03 Recycling Education Investment

Investing in Recycling Right

Amendment 16.02 allocates \$250,000 in the Solid Waste budget to reduce recycling contamination.

HOW THE \$250K WILL BE INVESTED



\$250K

Amendment 16.02 · Solid Waste budget



Six investments, sized by share of the \$250K

WHY IT MATTERS

39% of recycling collected is allegedly contaminated, raising processing costs and sending recyclables to landfill.



Audits, cart tagging & measurement

\$50K

20% of total



Targeted resident outreach

\$65K

26% of total



Paid media & targeted awareness

\$50K

20% of total



Education & behavior-change tools

\$45K

18% of total



PR, partnerships & activations

\$25K

10% of total



Optimization reserve

\$15K

6% of total

OCT–DEC Build + Baseline

JAN–FEB Launch + Educate

MAR–APR Reinforce + Activate

MAY–JUN Measure + Optimize

Recycling: Contamination Reduction Education

Reduce contamination in targeted high-contamination service areas and improve household recycling behavior.

PLANNED TIMELINE

Oct '26 Nov '26 Dec '26 Jan '27 Feb '27 Mar '27 Apr '27 May '27 Jun '27

INVESTMENT CATEGORY



Recycling
Education

\$250K



Build + Baseline Launch + Educate Reinforce + Activate Measure + Optimize

DATA TABLE / IMPLEMENTATION DETAIL

Category	Work item	Est. Cost	What it delivers	How we will report it
Recycling Education & Outreach	Audits, cart tagging & measurement	\$50,000	Baseline/follow-up audits, repeat inspections, contamination tracking	Carts audited and tagged Outreach events held Impressions and reach Materials distributed Partners engaged Media Earned Contamination rate (baseline vs. follow-up)
	Targeted resident outreach	\$65,000	Door-to-door/community outreach, civic groups, HOAs, multilingual engagement	
	Paid media & targeted awareness	\$50,000	Geotargeted digital/social, neighborhood media, OOH/billboards	
	Education & behavior-change tools	\$45,000	Cart tags, lid stickers, mailers, door hangers, visual guides	
	PR, partnerships & activations	\$25,000	HPW events, neighborhood ambassadors, storytelling, partner toolkits	
	Optimization reserve	\$15,000	Shift funding toward the strongest-performing interventions	
Total		\$250,000		

Costs are preliminary estimates and may change through the City's formal procurement process. Final amounts will remain within the approved budget.
Projections provided by HPW Communications & Marketing division. Final campaign activities, expenditures, and implementation timelines will be informed by baseline research, route selection, procurement requirements, and coordination with Solid Waste Operations.

Building a solid waste program Houston can rely on.

The results so far reflect real, sustained improvement, and Houston Public Works remains focused on building a more efficient and reliable Solid Waste operation.

Thank You



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