

Solid Waste Management Operations Update

Harry J. Hayes, Director



**REGULATION & NEIGHBORHOOD AFFAIRS
COMMITTEE**

ROBERT GALLEGOS, CHAIRMAN

Overview

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- Services Overview
- Customer Base
- Equipment
- Personnel
- Next Steps & Considerations



Services Overview

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- Weekly Garbage
- Weekly Yard Waste
- Bi-weekly Recycling
- Bi-monthly Junk Waste
- Bi-monthly Tree Waste
- Citizen Drop off sites
- Household Hazardous Waste Collection
- Disaster Response & Recovery



Services Per year

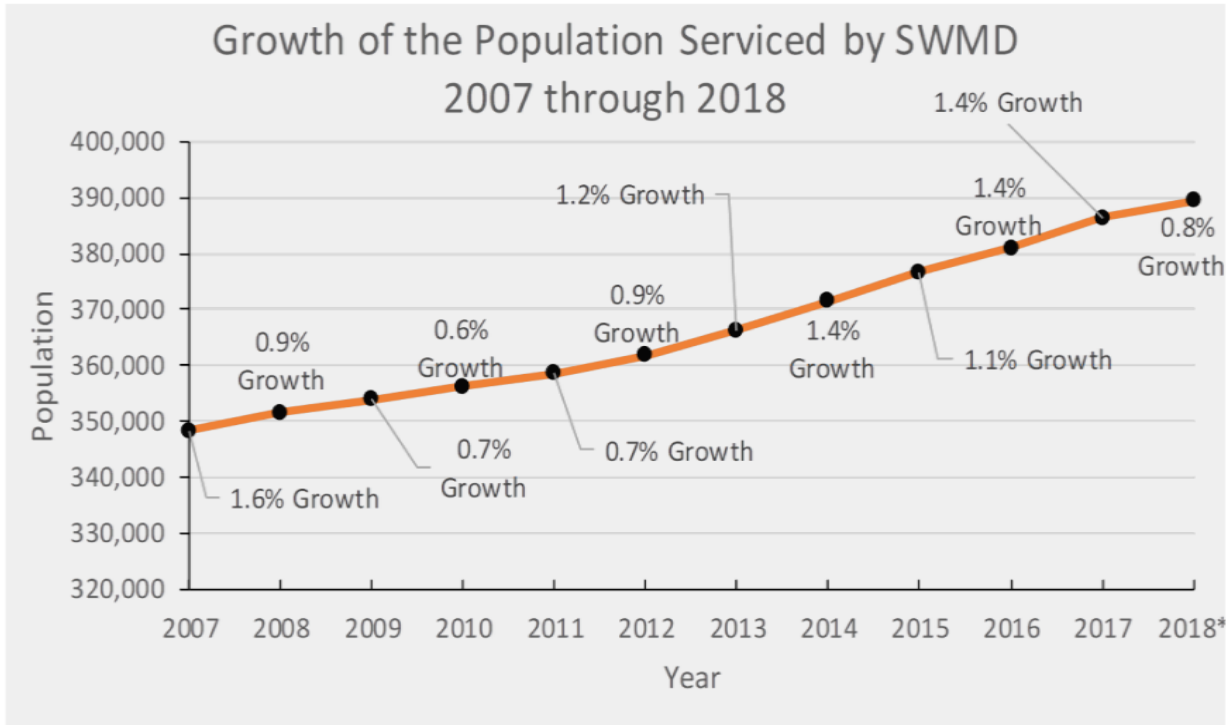
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Service	Customers	Iteration	Count	Annual Visits
Garbage	390,000	Weekly	52	20,280,000
Yard Waste	390,000	Weekly	52	20,280,000
Recycling	390,000	Bi-weekly	26	10,140,000
Tree Waste	390,000	Bi-Monthly	6	2,340,000
Junk Waste	390,000	Bi-Monthly	6	2,340,000
				55,380,000

Customer Base

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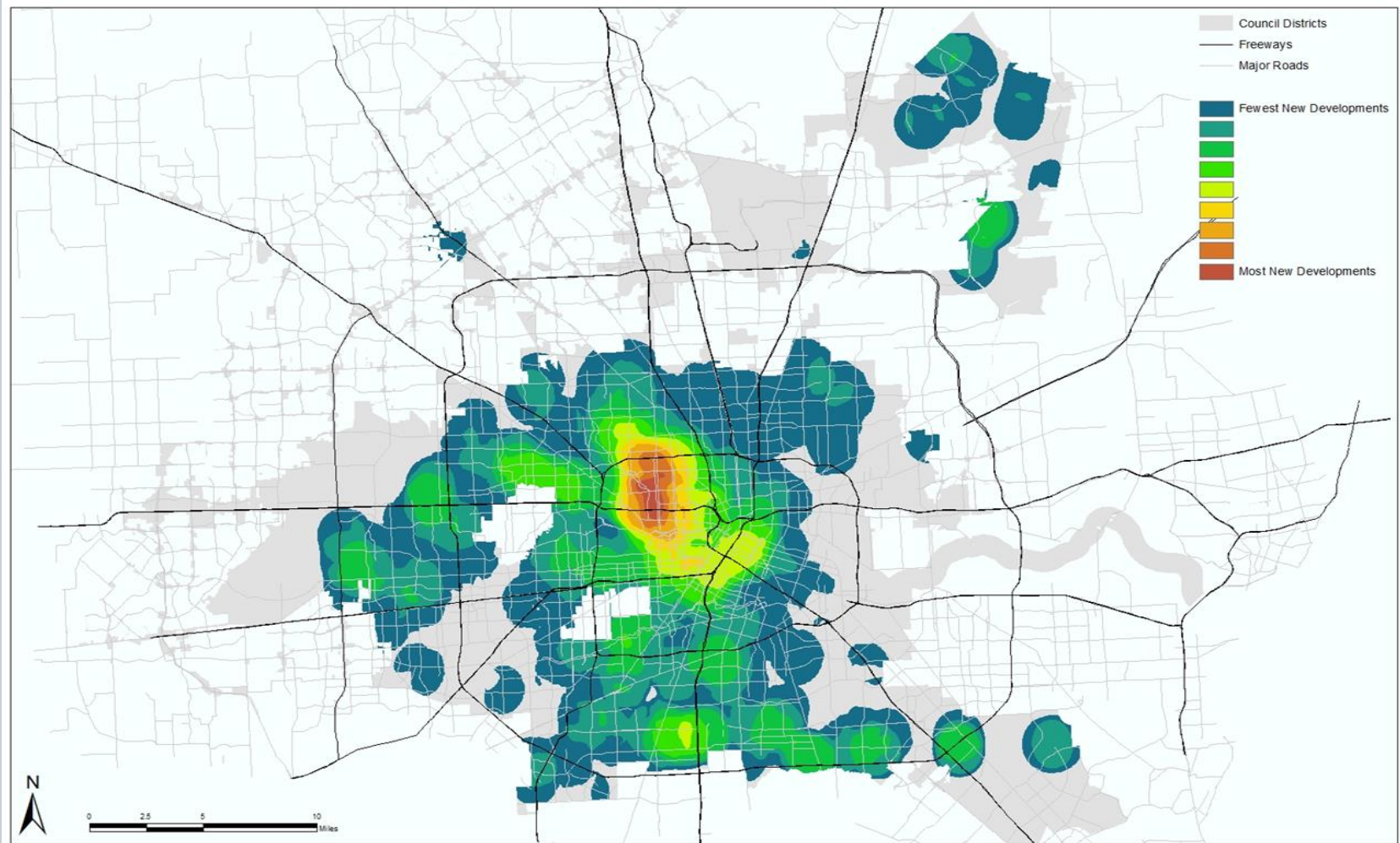


- Since June 2007, households serviced by the City of Houston has increased approximately 12%
- Inner Loop 610 has shown the largest increase in customer growth.
- Route density inside the loop is an operations concern

**2018 growth percentage is a conservative estimate extrapolated from the trend as reported Jan 2018 through June 2018*

Customer Base - Growth

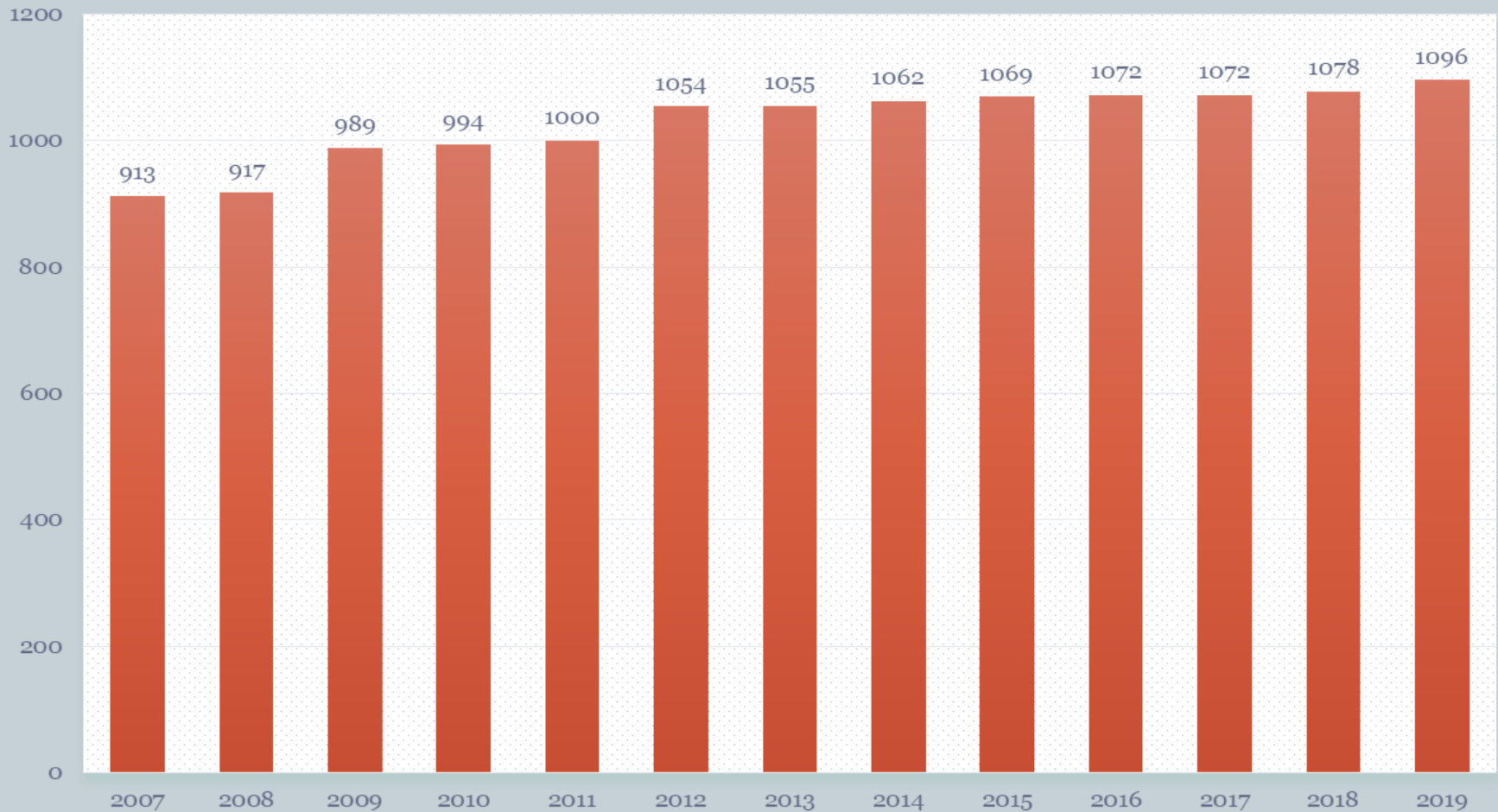
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Number of Homes per SWMD Garbage Route

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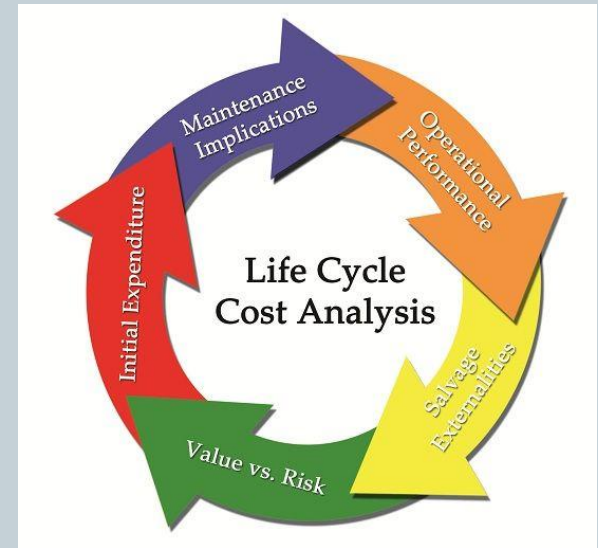
Average Route Size per Year



Equipment

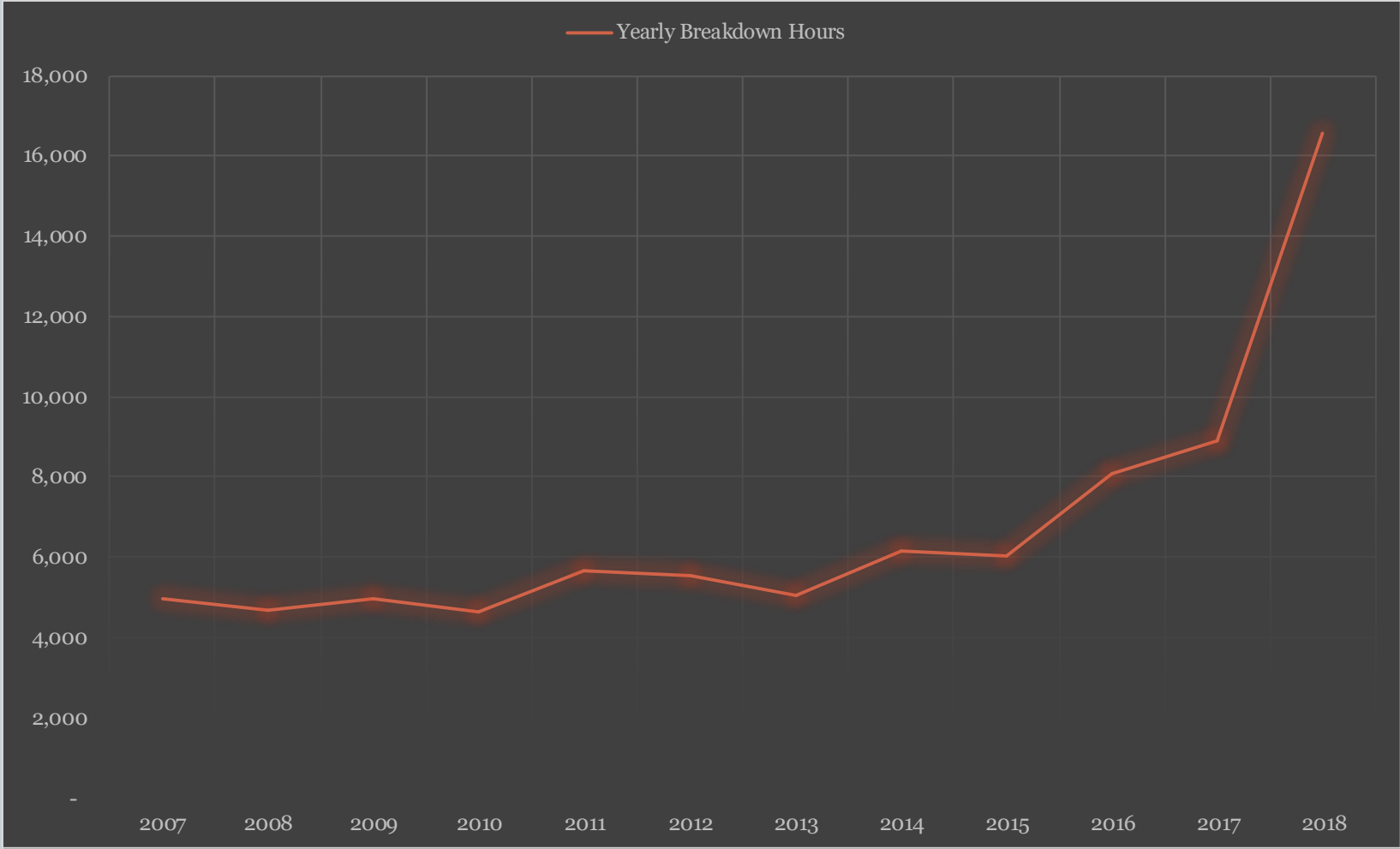
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- Equipment profile based on route size that is more than a decade old
- Equipment replacement schedule has been sporadic due to City's strained finances
- Spikes and bumps in equipment replacement does not comport with fleet management best practices
- No sustained funding to keep operations and equipment "right-sized" to easily meet core needs
- Equipment is front line for disaster response/recovery operations, working throughout major disaster debris recovery operational periods



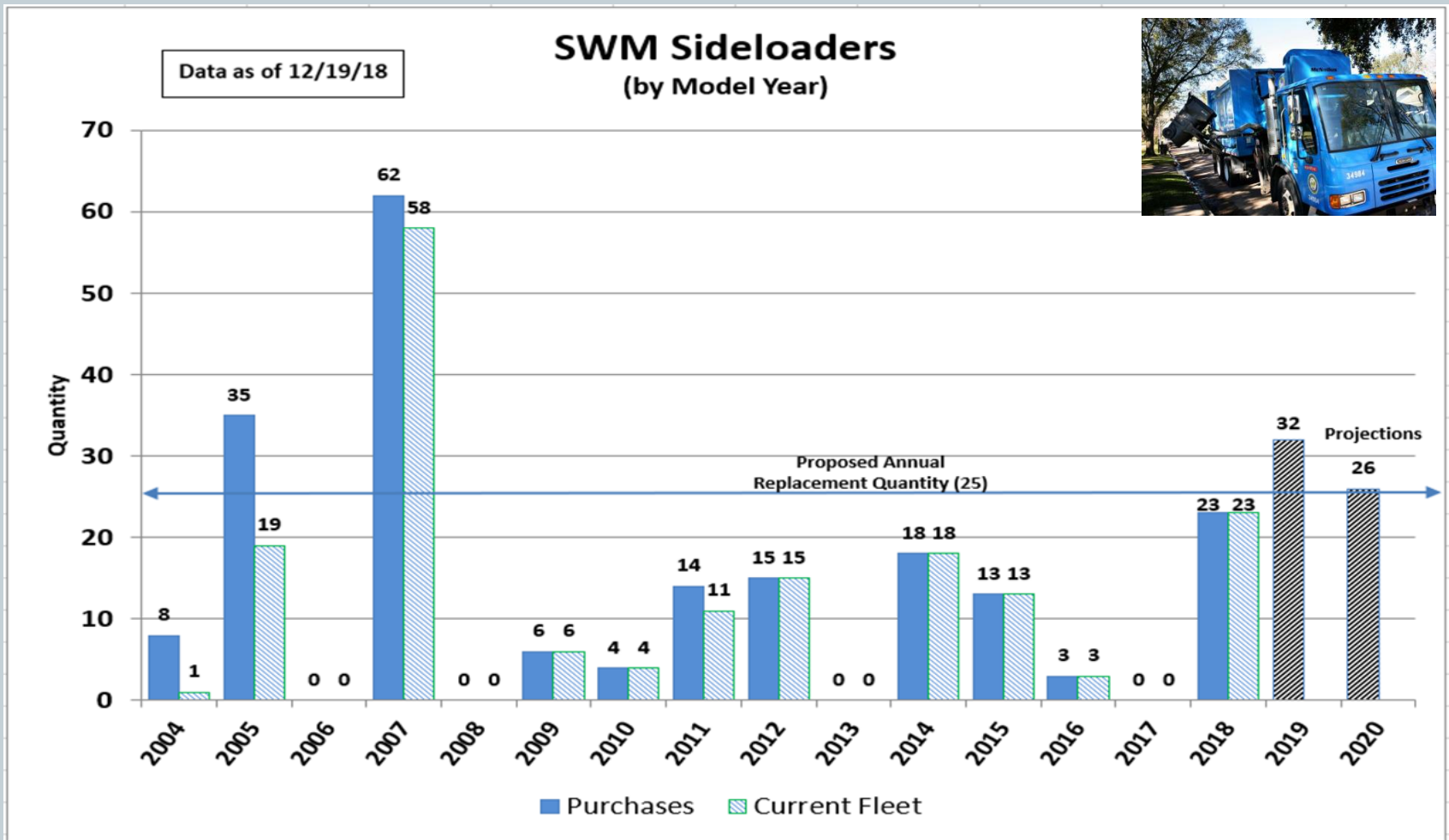
Breakdown Hours 2007-2018

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Equipment – Replacement

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Equipment Replacement Backlog

Needed Replacements

ASL	40	\$ 11,079,200.00
Rear Steer	1	\$ 183,374.00
Tractor Trk	36	\$ 2,984,148.00
Trailer	30	\$ 2,175,000.00
Rearloader	30	\$ 5,449,830.00
Roll-off	6	\$ 850,116.00
Totals	143	\$ 22,721,668.00



Equipment - Rightsizing

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- Current operations need to meet optimal equipment standard:
 - Maximize customer service
 - Maximize preventive maintenance
 - Minimize overtime and excessive wear and tear
 - Maximize readiness for disaster recovery and response
- Requires 120 pieces of equipment at cost of more than \$18.0 million



Equipment Rightsizing – Customer Base

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Operational Rightsize Needs

Unit Type	Cost ea	Need	Incremental \$
ASL Garbage	\$276,980	18	\$4,985,640
ASL Recycle	\$276,980	9	\$2,492,820
Rear Steer (JW)	\$183,374	14	\$2,567,236
Tractor (JW)	\$82,893	28	\$2,321,004
Trailer (JW)	\$72,500	28	\$2,030,000
Rearloader (YW)	\$181,661	10	\$1,816,610
Roll-Off (NDS)	\$141,868	13	\$1,844,284
TOTAL		120	\$18,057,594



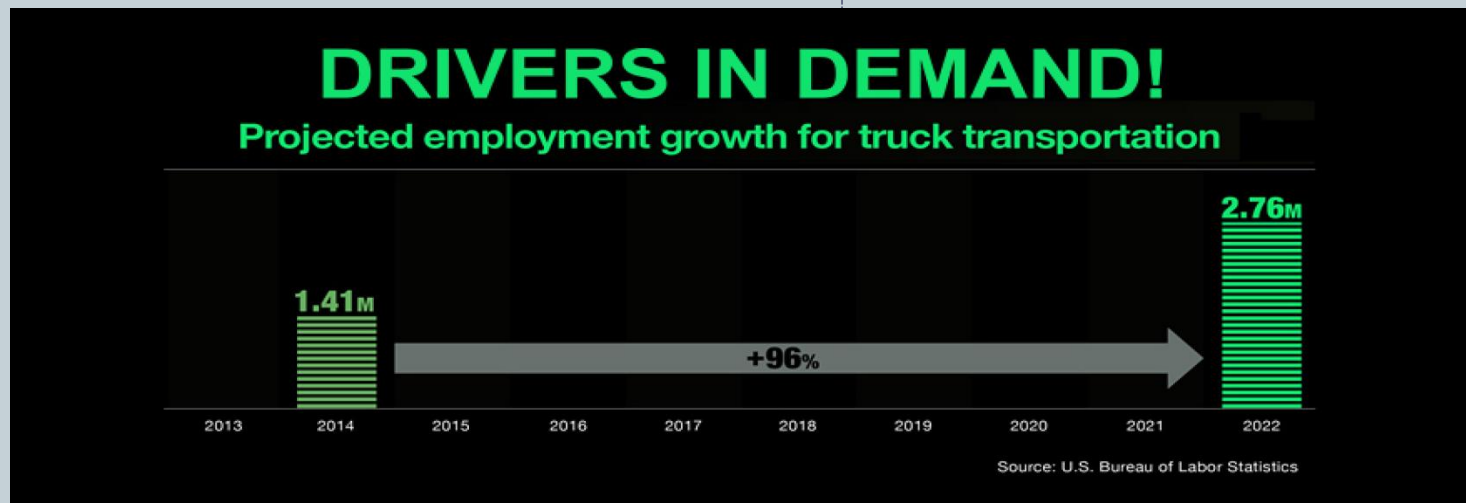
INNER LOOP LIVING: COMING 2019

Personnel

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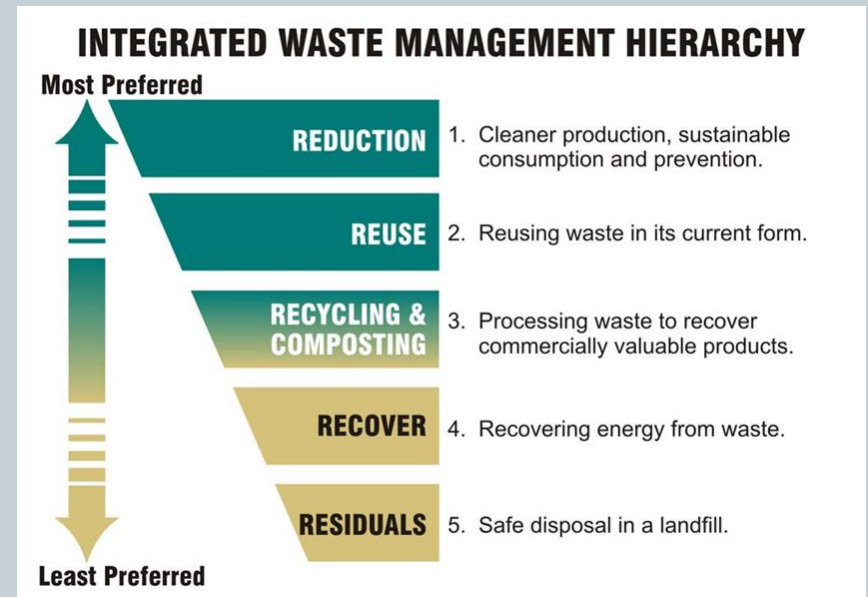
- CDL Drivers and Mechanics in high demand
- Wal-Mart recently announced paying nearly \$90,000 per year salaries.



History of Solid Waste Planning

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- 1988: Solid Waste Department published a 20 year plan for Houston Solid Waste services
- 1990: Mayor Kathy Whitmire commissioned the Citizens Advisory Committee on Solid Waste Disposal Solutions. The City also contracted with HDR and Epsilon Engineering to guide the committee and write the report/plan
- 2005: Mayor Bill White commissioned the Solid Waste Task Force to review Houston's solid waste management programs and services. The study was led by Controller Annise Parker and Sanifill CEO Lorne Bain
- 2016: Mayor Sylvester Turner authorized procuring services for a comprehensive Long Range (or Zero Waste) Plan to guide the city's decisions for the next several years. Procurement approved by council in 2017; system analysis and plan development currently underway



Next Steps

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- Continue receipt of purchased equipment through the summer
- Ready department for upcoming storm season
- Work with HR and Finance on competitive salaries for key operations personnel
- Continue full-court press on hiring operators and mechanics.
- Take up PFM recommendations towards outsourcing areas of the city that support right-sized service level
- Update sponsorship agreement to reflect the city's planning/budgeting cycles

Considerations

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- Current 5 year forecast projects financial shortfalls each budget year
- Be mindful of disaster response and recovery readiness as the city has had 3 of the past 4 years with a major disaster



Questions?

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