

This report describes programs that Recology Sunset Scavenger and Recology Golden Gate (RSS and RGG) have implemented to continuously improve service and to ensure quality collection programs are delivered throughout the City. The report is divided into two sections specific to Operations and Customer Service.

## **I. OPERATIONS**

### **Standard Operating Procedures**

A planned phased approach for the integration of new Standard Operating Procedures (SOPs), originally developed by the Corporate Strategic Planning team, is scheduled through the end of September 2017 for all union drivers and mechanics. Numerous company processes have been identified to support Operations, Maintenance, Finance, Human Resources, and Customer Service.

The SOPs detail the recurring work processes that are followed internally, and will assist RSS and RGG in maintaining quality control while helping to ensure compliance with government regulations. The SOPs will minimize variation and will promote quality through consistency.

### **Contamination**

The operations team has been working closely with the San Francisco Region's Zero Waste team to create procedures for collection drivers, dispatchers, customer service agents, and Zero Waste team members to follow-up with customers when glass has been identified in green organics bins.

Green bin material that is contaminated with glass is a serious problem for Recology's composting program. Compost that is highly contaminated with glass is considered low-grade and is only useful for a limited range of applications. The team is currently evaluating the current process to manage glass in the green bins. This could include a systemic approach that couples outreach with enforcement actions, such as the removal of diversion discounts or levying additional processing fees.

### **Noise Issues**

San Francisco Department of Public Health (SFDPH) and the operations team have partnered to improve the current system for reporting and resolving noise complaints. The SF311 system, currently used for reporting overflowing City cans, is the model for the new system. Currently, it takes up to four weeks for an initial customer complaint to reach RSS and RGG from the SFDPH.

It is vital to not only collect and log customer noise complaints, but to track and handle those complaints in a timely fashion. The ability to follow trends with actual feedback will assist Operations in mapping and adjusting route collections without impacting traffic congestion and pedestrians where possible. The new reporting system was implemented on December 5, 2016.

### **Technology**

The operations team has created a two-year plan to equip all Fantastic-3, Organics, City Can and Abandoned Materials Collection vehicles with a new Route Management System (RMS).

Overall, this ambitious plan will offer enhanced customer service, along with navigational and service order capabilities from within the collection vehicles, and accurate real-time data analysis through live route map displays and dashboards.

The RMS eliminates paper-based routing methods, automates vehicle communications, and eliminates manual data entry of operational information. This new functionality will facilitate operational efficiencies, reduce response times, improve accuracy of information, and will allow RSS and RGG to better monitor customer compliance with proper sorting habits. Reduced idle time, enlarged spans of supervisory control, and fewer callbacks for missed pickups are just a few of the anticipated cost reductions and efficiencies.

### **Safety**

The safety department has implemented an electronic communication board to better disseminate information among RSS and RGG employee-owners. The system is accessible online, allowing employees to view information from multiple locations. Communication topics have included job safety, work quality, and teamwork. RSS and RGG manager have used the system to augment announcements, recognize employees, share customer service metrics, and detail upcoming special events. Four LED screens featuring the system are located throughout the employee-owners break rooms including main dispatch, debris box, shop, and operations.

Safety and Operations continue to work closely together to support the Temporary Alternative Work Program (TAW). The program requires all injured employees under the workers' compensation program meet at the RSS meeting hall for safety training conducted in a classroom environment. In an effort to maximum training opportunities for the injured employees, the Safety team offers an online library with over 1,200 training videos. The injured employees are also assigned to different departments from the central location to support RSS and RGG region. In addition, the Safety team hosted an onsite workers' compensation claims adjuster and a physical therapist to help recovering employees keep regular medical appointments.

Safety has introduced a mobile computing system to support daily safety and operational requirements with driver and customer service. Mobile Epiphany Systems has developed a customized driver and workplace safety observation interface on a mobile tablet to support the Operations Supervisors and District Managers in the field. In addition, the custom software has a user interface with RSS and RGG's third party vendor for auto liability claims. Overall, the system has enhanced RSS and RGG's ability to improve critical safety document management along with the ability to capture/edit photos, process claims forms automatically, and distribute information to the appropriate departments in multiple file formats. The mobile system also has the capability to interface with Recology's AS400 computer system for customer service interaction in the field.

Safety continues to plan and implement the DriveCam system, a video event recorder which captures and corrects potentially risky habits for RSS and RGG drivers. The system has been able to identify driver errors in several categories including reckless driving, speeding, following too close, improper turning, improper lane changes, failure to yield right-of-way, distracted driving, and seat belt use. When a video event is recorded, the system notifies safety managers, district managers, and operations supervisors and a coaching session is immediately scheduled

with the driver. The coaching session focuses on the event and gives management a face-to-face interaction with the driver and video to identify the driving behavior, remove the risk, and prevent further incidents.

Operations and Safety partnered to implement a new Driver Training and Advancement program in January 2016. The course was designed to complement the interview process by allowing the candidate to demonstrate his or her driving experience. A third party evaluator tests candidates on their ability to safely perform a pre-trip and air brake inspection, their ability to negotiate a RSS or RGG collection route vehicle through an on-site driving course, and their ability to drive on City streets.

### **SF 311 Call Center**

The Operations team has been working closely with the San Francisco 311 call center to manage the City's 4,000+ public receptacles. The team also processes and dispatches all SF 311 abandoned materials collection service requests through the Tunnel Avenue dispatch center. Both programs require close monitoring: all City refuse containers must be serviced within two hours from the initial call, and all abandoned material must be addressed within four hours of the initial call. The integration of RSS and RGG's AS400 system with the SF 311 Hub system has created clear lines of communications.

### **Illegal Dumping**

The City has assembled a special task force to address the abandoned waste problems in District 10 Bayview/Hunter's Point neighborhood. Members from RSS and RGG, Public Works, the San Francisco Police Department, the City Attorney's Office, Department of Public Health, and the Department of Environment met to develop and implement a strategy to curb illegal dumping.

The team sought to identify hot spots for illegal dumping and dispatch crews to clean these areas. In an effort to identify illegal dumpers, SFPD developed a plan to install portable video cameras at key dumping locations. A community outreach plan has also been developed to provide residents and businesses information on existing RSS and RGG programs, such as the Bulky Item Recycling program. The community is also receiving outreach information on reporting illegal dumping to SF 311 or the SF police department.

### **Communication Meetings**

RSS and RGG and the Department of Public Works continue to hold quarterly management team meetings at Golden Gate Fiore Hall. Over 40 managers and supervisors from both teams discuss a broad range of issues that require collaboration. Topics included City can service, abandoned materials collection, public information officers, and recent changes within the management teams. The meetings are a way to share perspectives, vet complex issues, and promote a shared responsibility to maintain cleanliness throughout the city.

### **Pilot Collection Programs**

The Operations team continues to research innovative approaches to collect material, with the goal of supporting the City's Zero Waste goals. RSS and RGG have conducted an array of pilot programs, with the goal of creating an efficient and comprehensive collection system that is beneficial for the customer. These pilot programs were the basis for future recommendations to

the Departments of Public Health, Public Works, and San Francisco Environment. Pilot programs included:

1. Every other week service: Customers had their trash collected every other week, while recycling and compost continued to be serviced weekly.
2. 10-gallon trash carts: Customers were given 10-gallons of trash service per dwelling unit. Trash, recycling, and compost were collected weekly.
3. City government: Three libraries were placed on every other week trash collection, while an additional three libraries had their trash service downsized by one container size during the test.
4. Pay per set out: Customers earned credits on their bill for skipping trash service. Data on the skips were collected passively through the Route Management System. No credits were given for skipping blue or green service.
5. Control group: This group was used to understand how increased outreach influenced customer behavior. Customers received the same level of outreach as those on the other pilots, with messaging that encouraged recycling and composting. The control group helped RSS and RGG determine the general effectiveness of outreach, while also providing insight into how increased outreach impacted the other pilot programs.

### **Mission Dolores Park**

Mission Dolores Park continues to be a popular destination for residents and tourist. Daily visitors can reach as high as 4,000 people per day. Beginning in April 2015, the Operations team worked with San Francisco's Park and Recreation Department to create Eco Pop Up station to help visitors properly sort disposed items to help the park clean and increase diversion.

The program became operational in May 2016 and captured over 20 yards of landfill material, 15 yards of recyclables, and 18 yards of compostables. In addition, Operations partnered with Mission Neighborhood Center and the San Francisco Conservation Corp to staff the Eco Pop Up station during weekends and holidays. The station has become an essential tool in helping to keep Mission Dolores Park clean. Operations Supervisors and Drivers keep the multiple Saturday and Sunday park collections running smoothly to eliminate issues with overflowing refuse cans in the park.

## **II. CUSTOMER SERVICE**

The San Francisco Region Customer Service (CS) Department provides RSS and RGG customer support over the telephone and online. CS continues to improve customer accessibility by promoting the “Contact Us” feature on the Recology website, which allows customers to make requests from their computers or mobile devices at their convenience.

### **Customer Service Management**

The CS Department now has a full-time region manager, program manager, and program supervisor. The program manager is responsible for the overall performance and function of the department. The supervisor focuses on training, support for Customer Service Representatives (CSRs), and helps resolve difficult customer interactions. The region manager is the liaison between operations, management, and City departments (such as SFE, DPH, and DPW). The region manager and program manager interact daily with operations personnel and zero waste team personnel; they are constantly working to improve communications and adjust operating practices.

### **Customer Service Representatives**

The CS Department has streamlined the training process for new CSRs, which features comprehensive training and shadowing to prepare agents for all types of customer calls. In preparation for rate year 2018, CSRs will be trained to support all customer inquiries related to the proposed changes detailed in the 2017 Refuse Rate Application.

### **Customer Response**

Current policy is to respond to all customer inquiries or complaints on the same day, or within 24 hours. While the majority of our customer communications are received through telephone calls to the customer service center, many communications are received by email. Emailed communications are typically responded to on the same day they are received. The overlook report (sample attached) provides a key measurement of customer service. The report is tracked by route on a monthly basis and shared with drivers during monthly meetings.

### **Automated Bill Payment**

RSS and RGG offer various payment options. Electronic Bill Pay (EBP) allows customers to go online to view and pay their bill. Customers can also use the pay-by-phone service and an Automated Clearing House payment service to pay automatically by debit card when a payment is due.

RSS and RGG are currently testing an Interactive Voice Response (IVR) system that will enable customers to make payments 24/7 without speaking to a CSR. This upgrade is anticipated to be available in 2017.

### **Multilingual Services**

More than half of the CSRs are bilingual in one of the most frequently used languages, which include Spanish, Cantonese, Mandarin, and Tagalog. San Francisco is a very diverse city and customers speak many different languages. Therefore, to ensure the highest level of customer service, RSS and RGG use Language Line Services when a CSR cannot communicate with a

customer directly. The Language Line Service is available in over 175 languages through third-party interpreters.

### **Telephone and Computer System**

Improvements to the CS computer system have made it easier for customers use RSS and RGG programs. The Recology mobile app has given customers the ability to schedule pick-up day reminders and receive text messages. Customers can also use the app to schedule free Bulky Item Recycling pick-ups. This has helped reduce customer wait times in queue to the call center and allowed CSRs to work faster and more efficiently. Working with Recology's corporate Information Technology department, RSS and RGG are committed to meet customers' communication needs. It is expected that as new technologies (such as chat, text, or route management systems) are implemented, the CS Department will deliver a continuously improving customer experience.