



Mid-Year Update 2023

Prepared for the City of Sisters Oregon



SPRING 2023 TAKE AWAYS

Spring Takeaways:

- Develop better data related to customer experience (MPUs vs Rollover; customer survey)
- Clarity of financial reporting
- Strengthen customer communication
- Evaluate impact of commodities
- Improve outcomes at Sisters Recycle Center

OPERATIONS: Service Stats Sept-Oct 2023

Sept and Oct 2023	Services Offered	Customer Reported Missed Services	Carryover stops	Total Service Impacts	Service Failure Rate	Service Success Rate
Residential	338,554	671	310	981	.29%	99.71%
Trash	175,446	318	60	378	.22%	99.77%
Recycle	130,177	216	172	388	.29%	99.71%
Yard Debris	32,931	137	78	315	.95%	99.05%
Commercial	39,653	454	907	1,361	3.4%	96.6%
Trash	17,181	600	313	881	5.3%	94.7%
Recycle	22,472	307	141	437	2.0%	98.0%

Service Offered = On Route; driver serviced

Customer Reported Miss= Customer reported miss of service (actual and perceived)

Carryover Stops = Republic Services reported stops not serviced on scheduled day and transferred to a future date

CRC: CALL CENTER STATS

Calls Offered

6,222

Service Level %

80.5%

ASA

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Calls Handled

5,635

ABN %

3.5%

AHT

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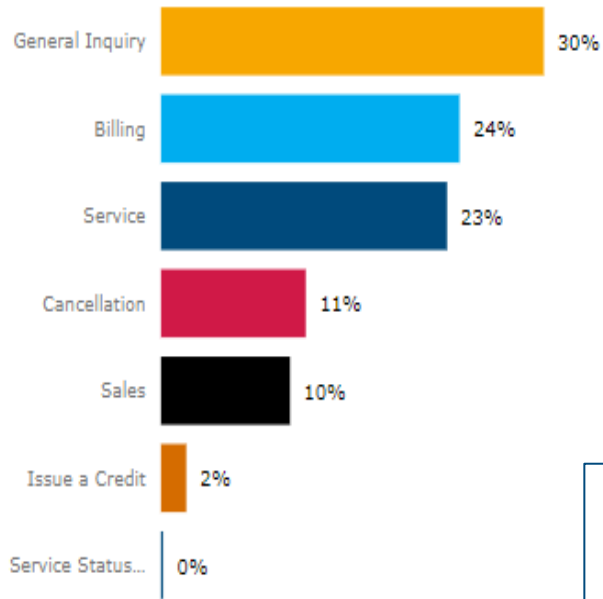
Offered and Handled by Month



Data for period between September 1, 2023 to October 31, 2023

CRC: CALL CENTER STATS

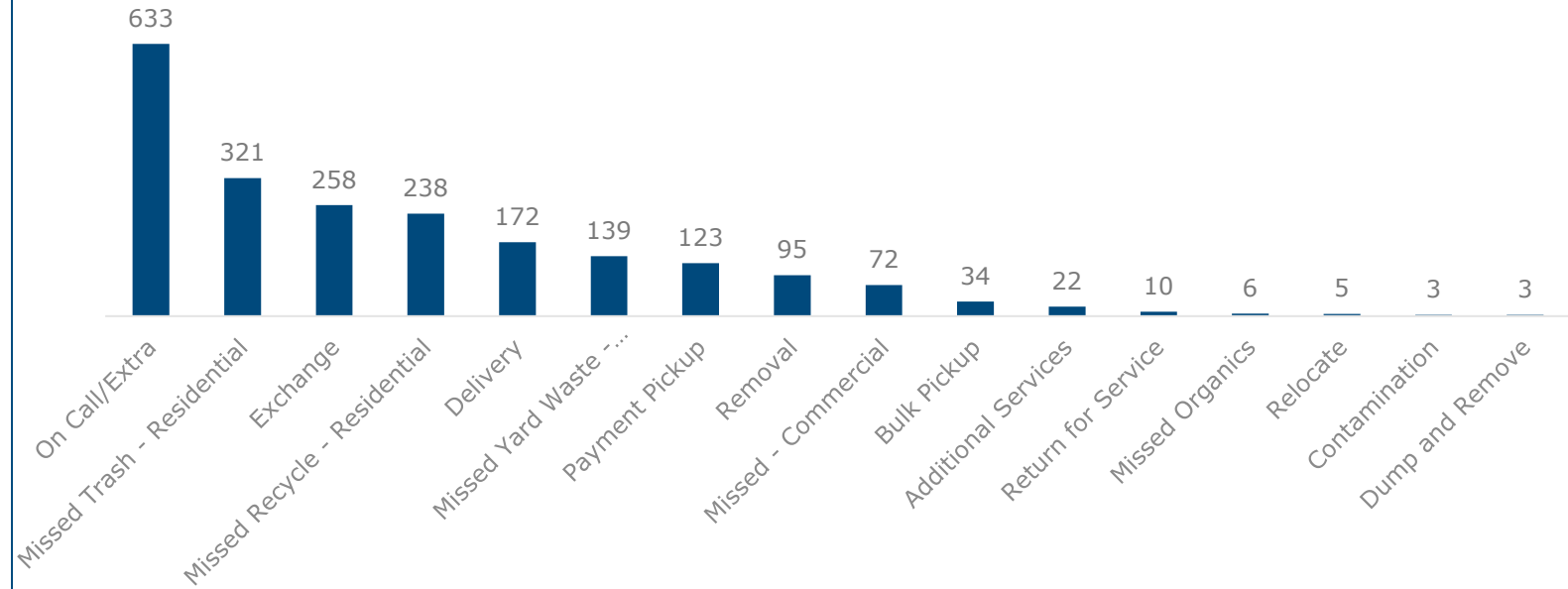
Cases Created by Case Type



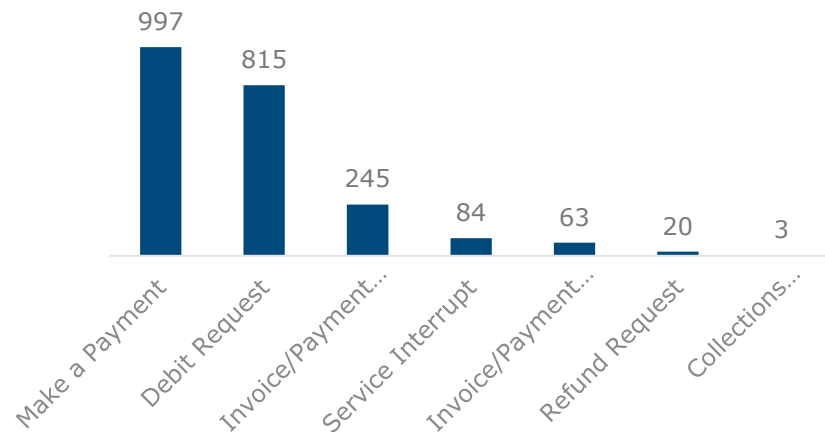
Cases Created

9,470

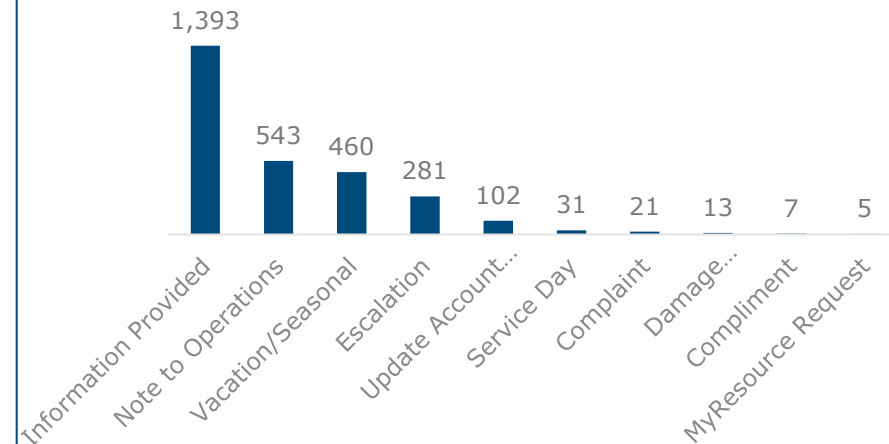
Service Case Count



Billing Case Count

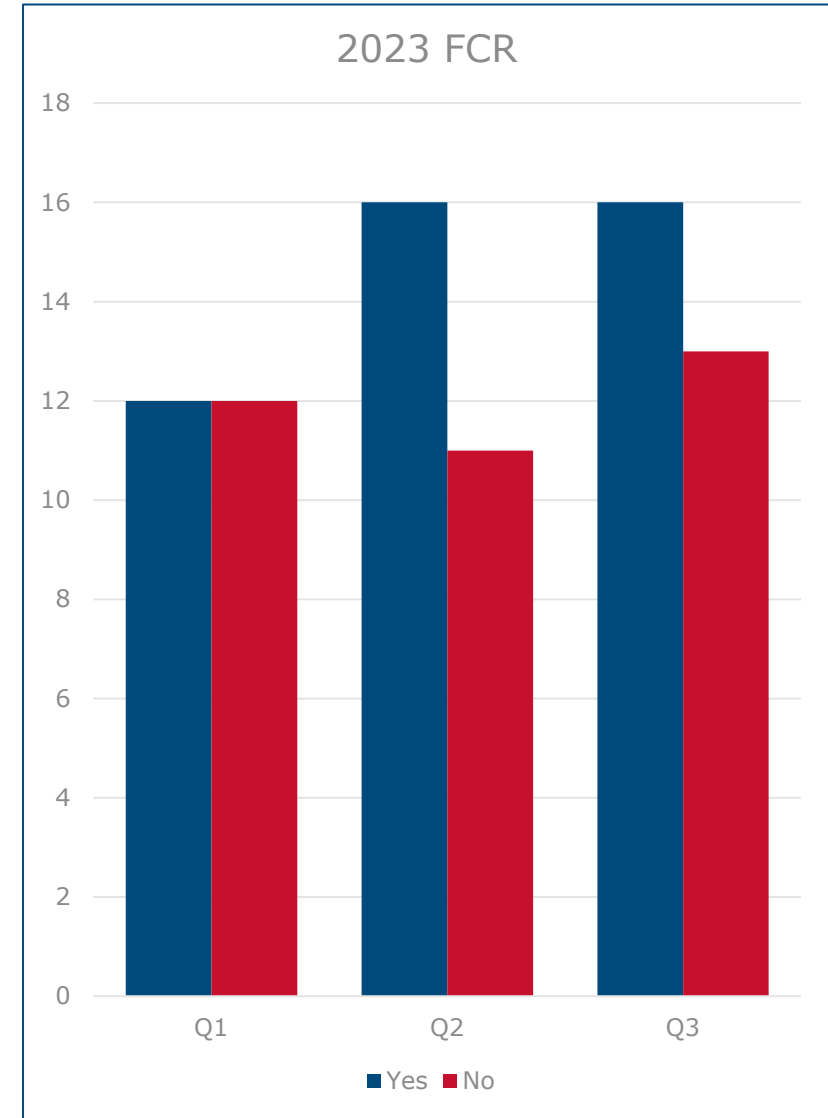
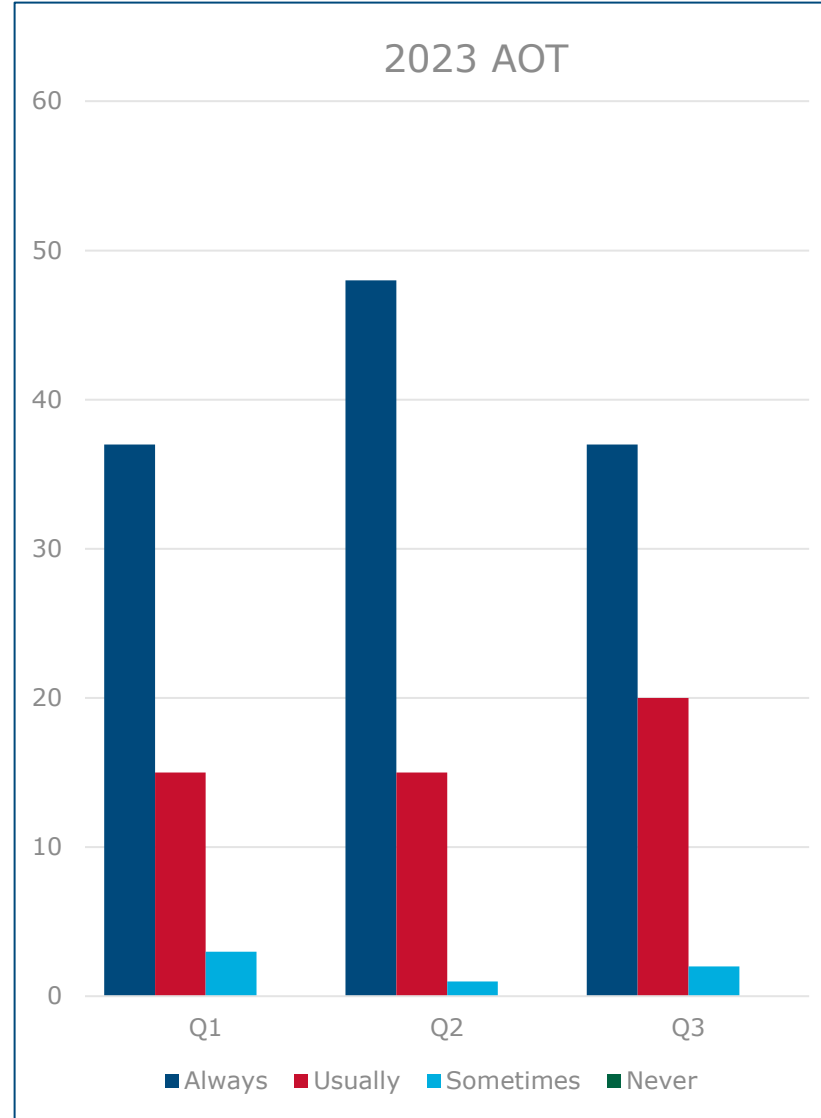
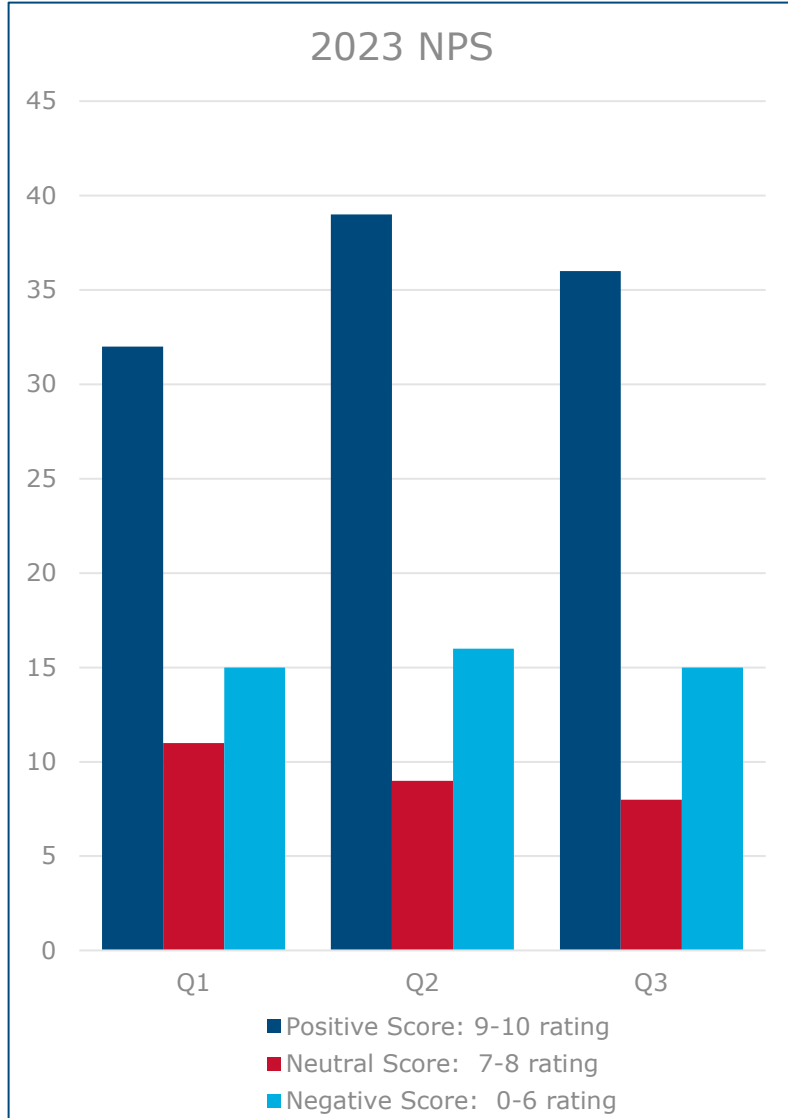


General Inquiry Case Count



Data for period between September 1, 2023 to October 31, 2023

CUSTOMER SATISFACTION SURVEY

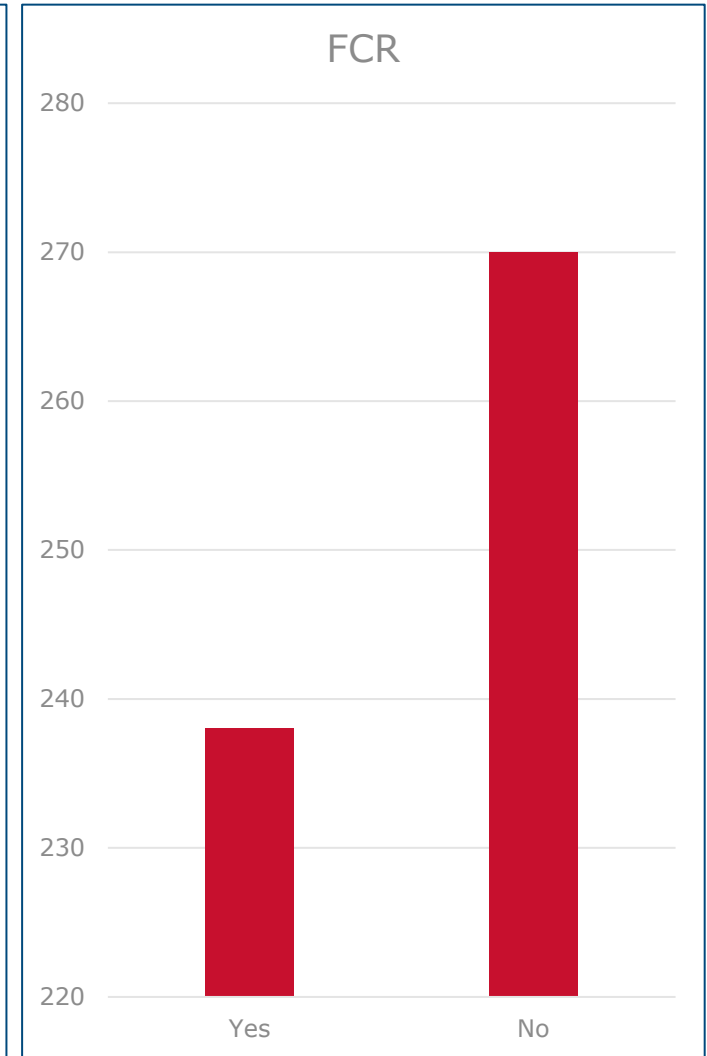
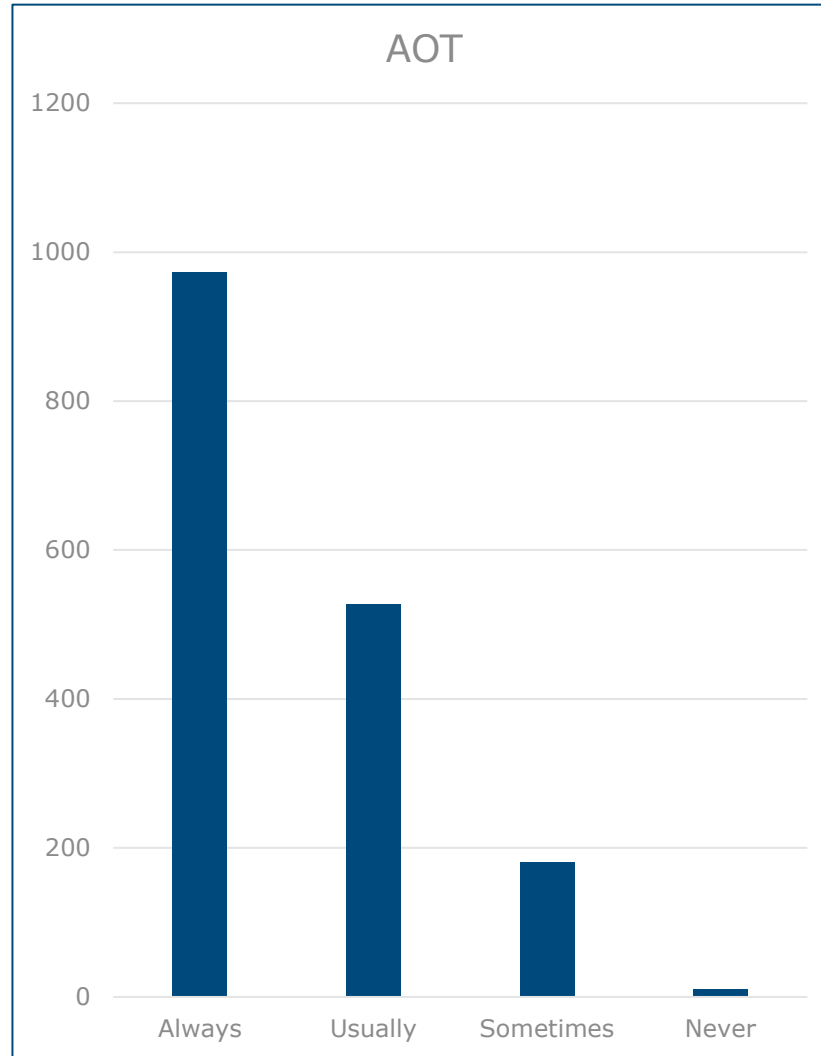
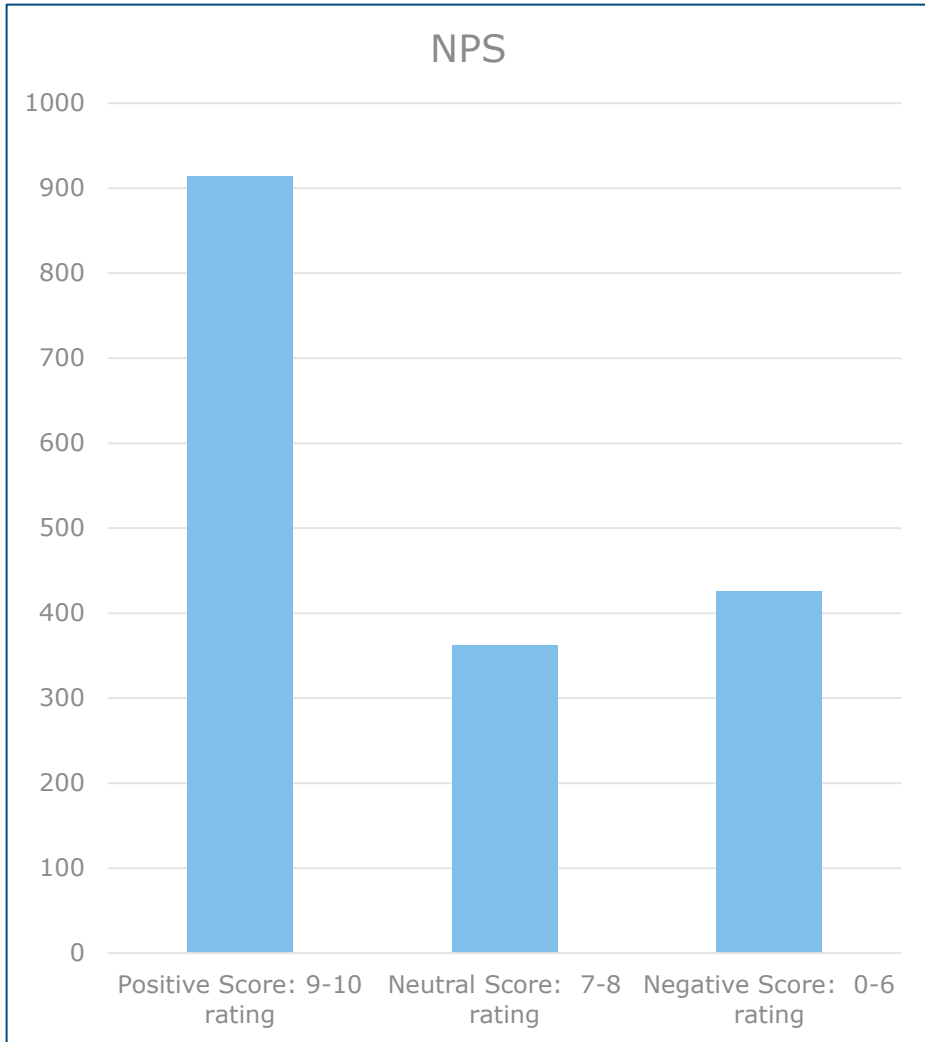


NPS = Net Promoter Score: Measurement of the customer's overall experience

AOT = Always on Time: Customer perceives Republic Services "always" picks up on schedule

FCR = First Contact Resolution: Customer perceives their issue has been resolved after only one contact by the customer

CUSTOMER SATISFACTION SURVEY: NOVEMBER SURGE SURVEY



NPS = Net Promoter Score

AOT = Always on Time

FCR = First contact resolution

FINANCIAL UPDATE: 2023 YTD

- ✓ Drivers of current performance in Q1 and Q2:
 - ✓ Cost Savings:
 - ✓ Fuel costs have been lower than forecasted during spring rate presentations
 - ✓ Commodities costs have lower than forecasted during spring rate presentations
 - ✓ Vacancies = lower operating labor costs
 - ✓ Lower recycling tonnages resulting in reduction in forecasted disposal costs
 - ✓ Cost Drivers:
 - ✓ Landfill Disposal costs
 - ✓ Non-forecasted wage increase for frontline employees
- ✓ Anticipated Costs:
 - ✓ Wage Increases and Additional Drivers
 - ✓ Fuel costs are projected to increase in Q3 and Q4
 - ✓ Disposal
 - ✓ EOY true ups and reconciliations

COMMODITIES AND MARKET VALUES: LOCAL PICTURE

	Pactific Pulp and Paper Yellow Sheet Info (commodity market value prices only)		All in price include: Commodity value, processing fees, and shipping rates	
2023				
	Low	High	Mixed	OCC
Q1	\$1.67	\$6.67	-\$169.00	-\$13.33
Q2	\$8.33	\$13.33	-\$138.33	\$20.00
Q3	\$8.33	\$13.33	-\$135.67	\$23.33
Oct '23	\$25.00	\$30.00	-\$119.00	\$40.00
2022				
	Low	High	Mixed	OCC
Q1	\$40.00	\$45.00	-\$48.17	\$52.33
Q2	\$35.00	\$40.00	-\$49.33	\$52.00
Q3	\$25.00	\$30.00	-\$57.33	\$51.33
Q4	-\$5.00	\$0.00	-\$147.67	-\$33.33

Deschutes	Customer Count		Cost per customer
Glass	25,739	Glass/Comingle	\$ 11.08
Comingle	48,895		
Yard	14,911	Yard	\$ 7.30

Recycling costs are 36% of a rate payers monthly bill

FALL CLEAN UP AND SISTERS RECYCLING CENTER

Fall Clean Up

- 26 appliances
- 525 cy yard debris
- 3.3 tons garbage

Spring Clean Up

- Week of May 6, 2024

Sisters Recycling Center

- Modified container type to improve ease of serviceability
- New signage

NEXT STEPS

Next Steps
<ul style="list-style-type: none">✓ COMPLETE: Company-wide implementation of rollover tracking metric.✓ UPCOMING: Updating reporting metrics and procedures to reflect new metric.
<ul style="list-style-type: none">✓ COMPLETE: Evaluate impact of commodities.✓ UPCOMING: Discuss with regulators the opportunities and risks associated with commodities pass throughs.
<ul style="list-style-type: none">✓ COMPLETE: Developed systems and processes to implement enhanced monthly operations reporting.✓ UPCOMING: Working with Deschutes County and City to evaluate new and enhanced reporting requirements.✓ COMPLETE: Changed container type at SRC to improve serviceability.✓ UPCOMING: Discuss SRC vs service expansion with City.
<ul style="list-style-type: none">✓ COMPLETE: Mapped MPUs for September, October and November.✓ UPCOMING: Evaluating root causes of repeat MPUs.✓ UPCOMING: Encouraging customers to provide accurate contact information to receive service alerts.
<ul style="list-style-type: none">✓ COMPLETE: Initial outreach to MFR, HOAs to improve customer communication.✓ UPCOMING: Mail, phone and door campaign to reach residents.
<ul style="list-style-type: none">✓ COMPLETE: Participated in full calendar of community-based events throughout year.✓ UPCOMING: Developing full calendar of Spring 2024 events and identified partner organizations/entities to receive grants.
<ul style="list-style-type: none">✓ UPCOMING: Actively updating reporting tools to facilitate on demand and early reporting.✓ UPCOMING: More consistent communication with regulators regarding financial outlook and methodology for determining rate needs.
<ul style="list-style-type: none">✓ COMPLETE: Identified customer base with no phone, no email/inaccurate email.✓ COMPLETE: Developed standard customer notification of service changes.✓ COMPLETE: Reopened local offices.✓ UPCOMING: Campaign to fix bad customer data.



Sustainability in Action

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Sustainability Yearbook
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ADDITIONAL INFORMATION: Division 4676

Sisters Hauling Division

Republic Services of Central Oregon's Sisters hauling division services the City of Sisters, the City of Redmond and portions of Deschutes County.

- 25 Drivers
- 3 Mechanics
- 1 Dispatcher

Republic Services operates 6 days a week. Christmas and Thanksgiving are the only two holidays that result in delayed service. 2 of Republic Services of Central Oregon's staff live in the City of Sisters.

ADDITIONAL INFORMATION: Sisters Customers

Redmond/Sisters Customers

Residential Customers: 11,793

- Total Services in 2023 YTD: 1,699,944
- Total tonnage in 2023 YTD: 37,483.09

Commercial Customers: 995

- Total Services in 2023 YTD: 185,053
- Total tonnage in 2023 YTD: 13,019.81

ADDITIONAL INFORMATION: CRC Process

Calls from Central Oregon customers are routed directly to the “Oregon Pod” at the Customer Retention Center (CRC). The Oregon Pod is made up of 33 agents trained in local market programs and services. Most calls to the CRC are resolved by the call center agent without incident. If the CRC agent can NOT resolve the customer issue, the agent notifies the local Central Oregon operations team. The local Operations team resolves the customer issue within 72 hours.

ADDITIONAL INFORMATION: Customer Experience

Republic Services measures the customer experience on an on-going basis. The goal of these surveys is to understand customer attitudes and sentiment in key areas including:

- Would you recommend Republic Services to a friend?
- Timeliness of services
- Issue/Problem resolution on first attempt

POST CALL SURVEY

- Survey is offered after every call that a customer makes to the CRC; Survey questions relate specifically to CRC + customer interaction.

CUSTOMER EXPERIENCE SURVEY

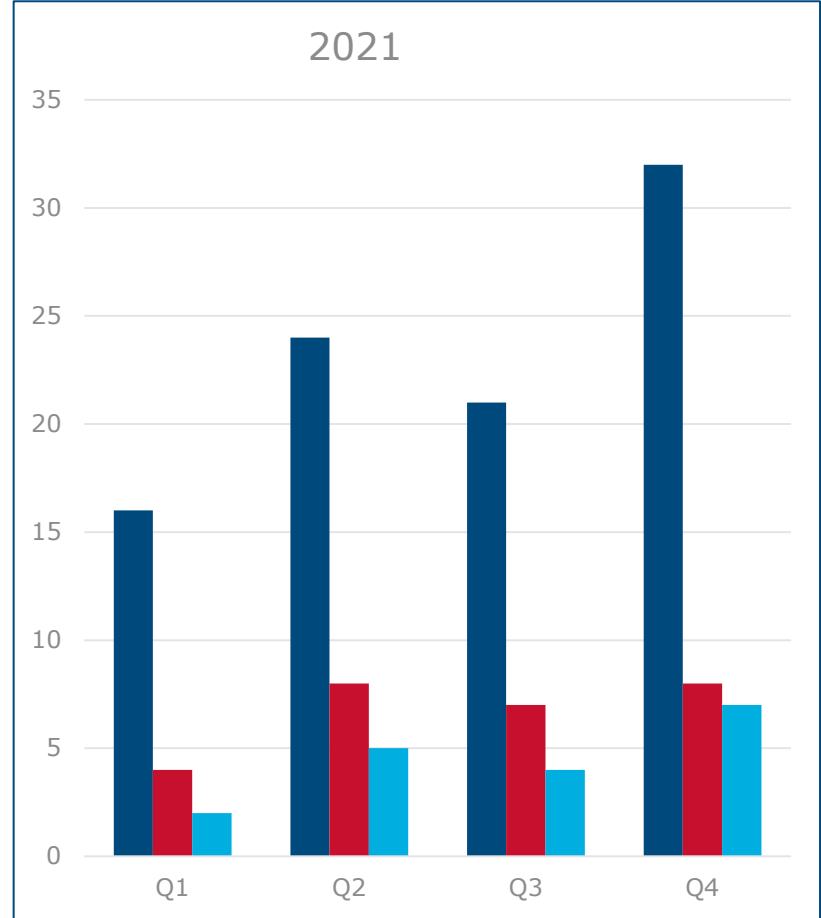
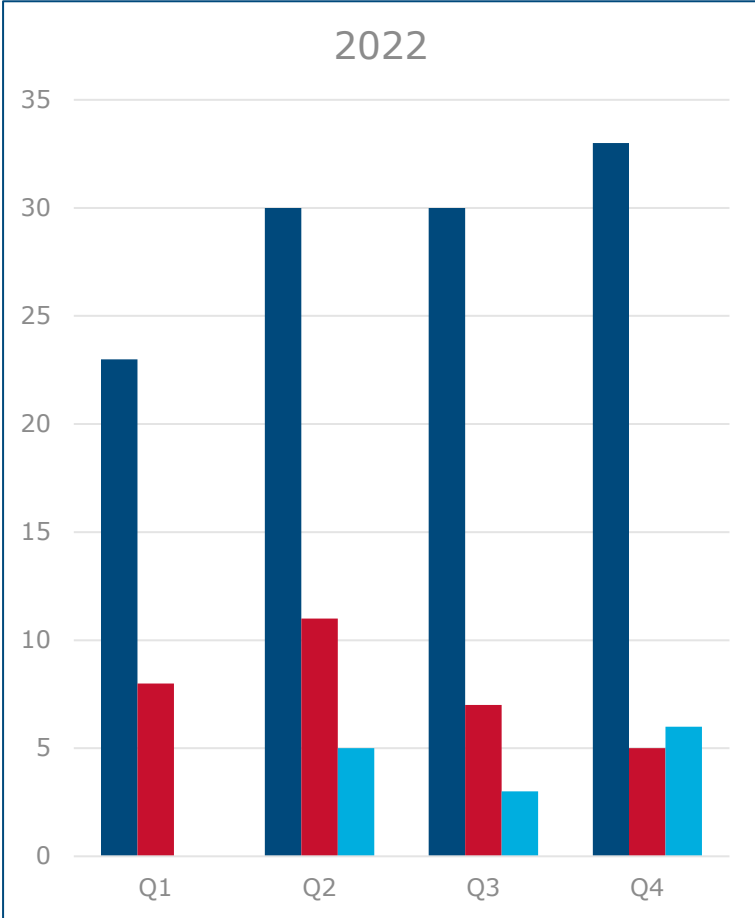
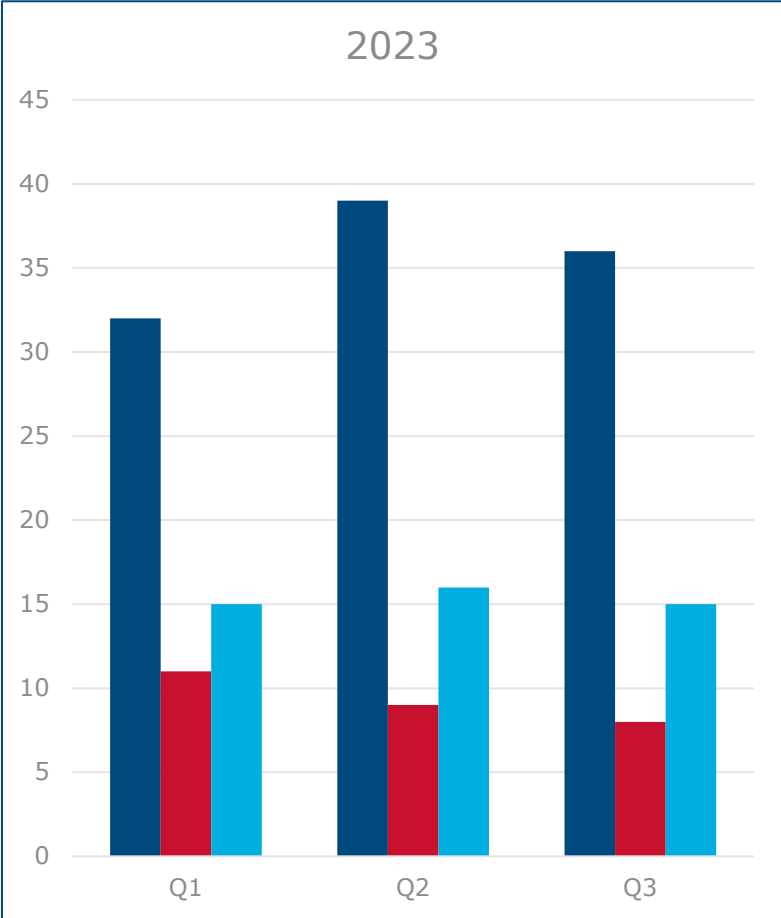
- Proactive and at random; Conducted ongoing/monthly. Survey questions relate to customer experience with Republic Services.

In addition, Republic Services conducted a SURGE survey throughout Central Oregon. The SURGE survey was mirrored the Customer Experience Survey Net Promoter Score with a dramatically expanded number of customers who received the opportunity to participate.

SURGE SURVEY

- Utilized the customer experience survey questions
- All Customers with a valid email address were invited to participate.
- A sample of customers with valid phone numbers were invited to participate.
- Total number of customers with completed surveys: 1702

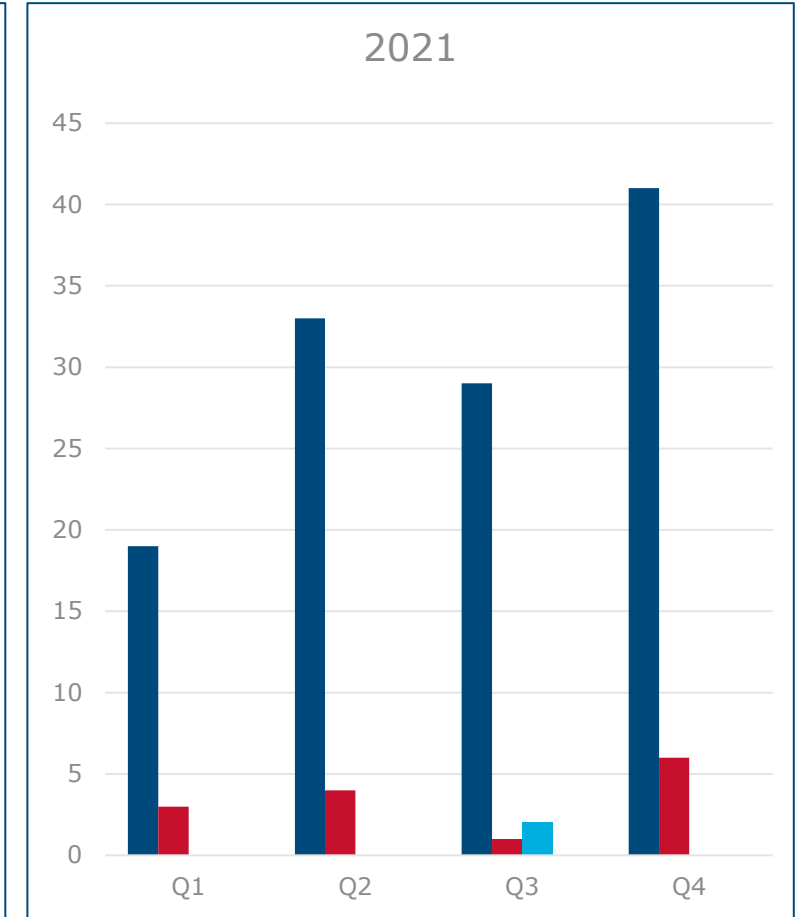
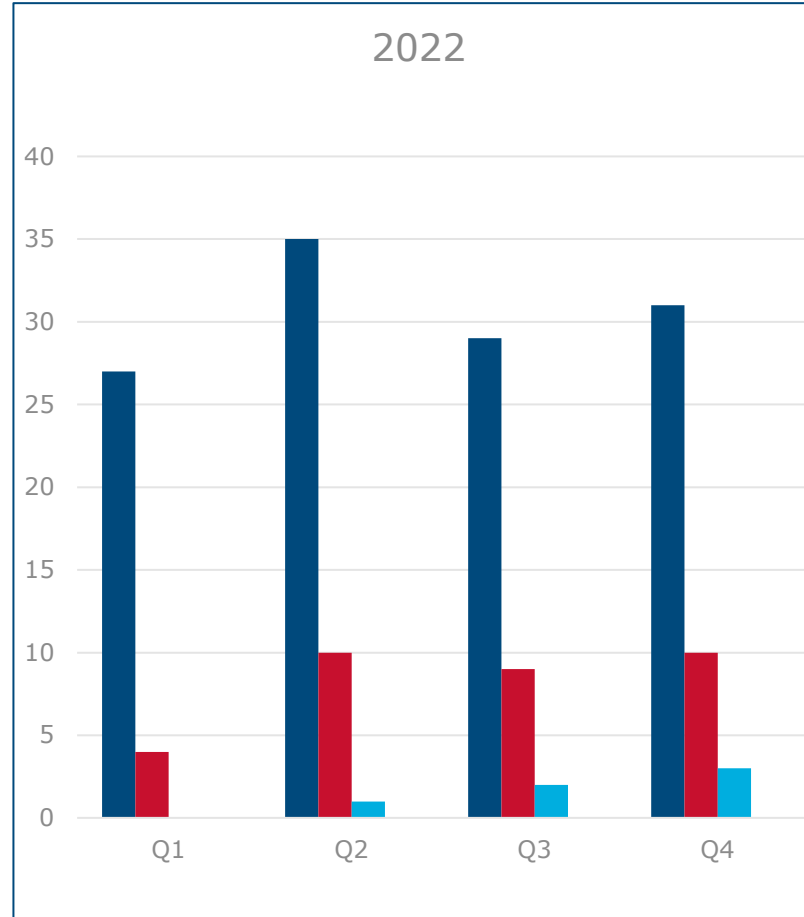
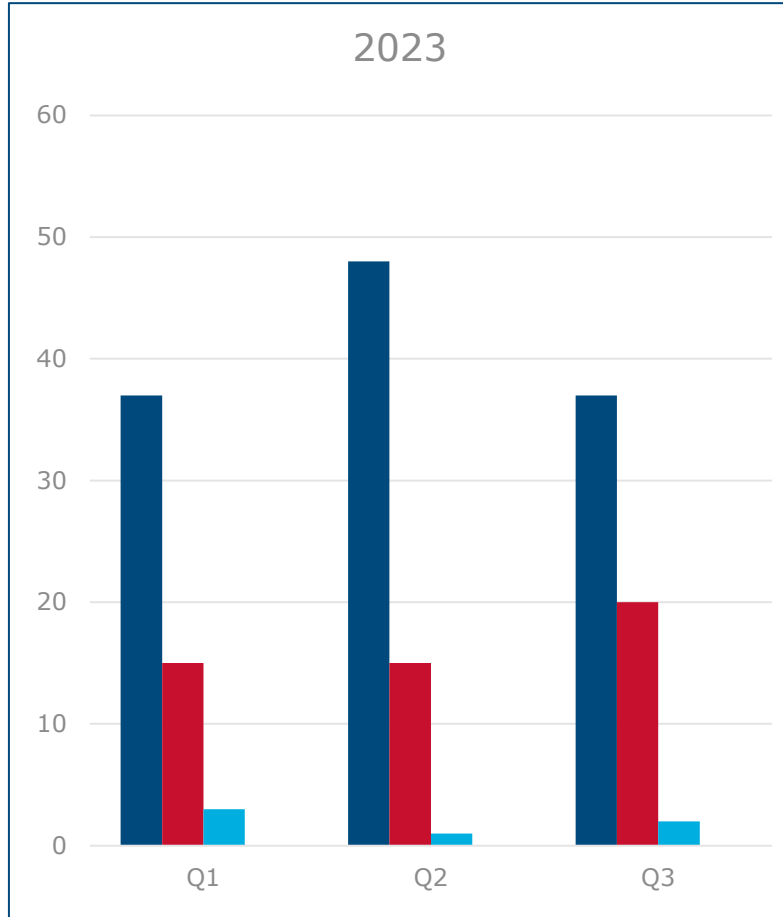
ADDITIONAL INFORMATION: CUSTOMER SATISFACTION SURVEY – NPS



■ Positive Score: 9-10 rating
 ■ Neutral Score: 7-8 rating
 ■ Negative Score: 0-6 rating

NPS = Net Promoter Score: Measurement of the customer’s overall experience

ADDITIONAL INFORMATION: CUSTOMER SATISFACTION SURVEY: AOT



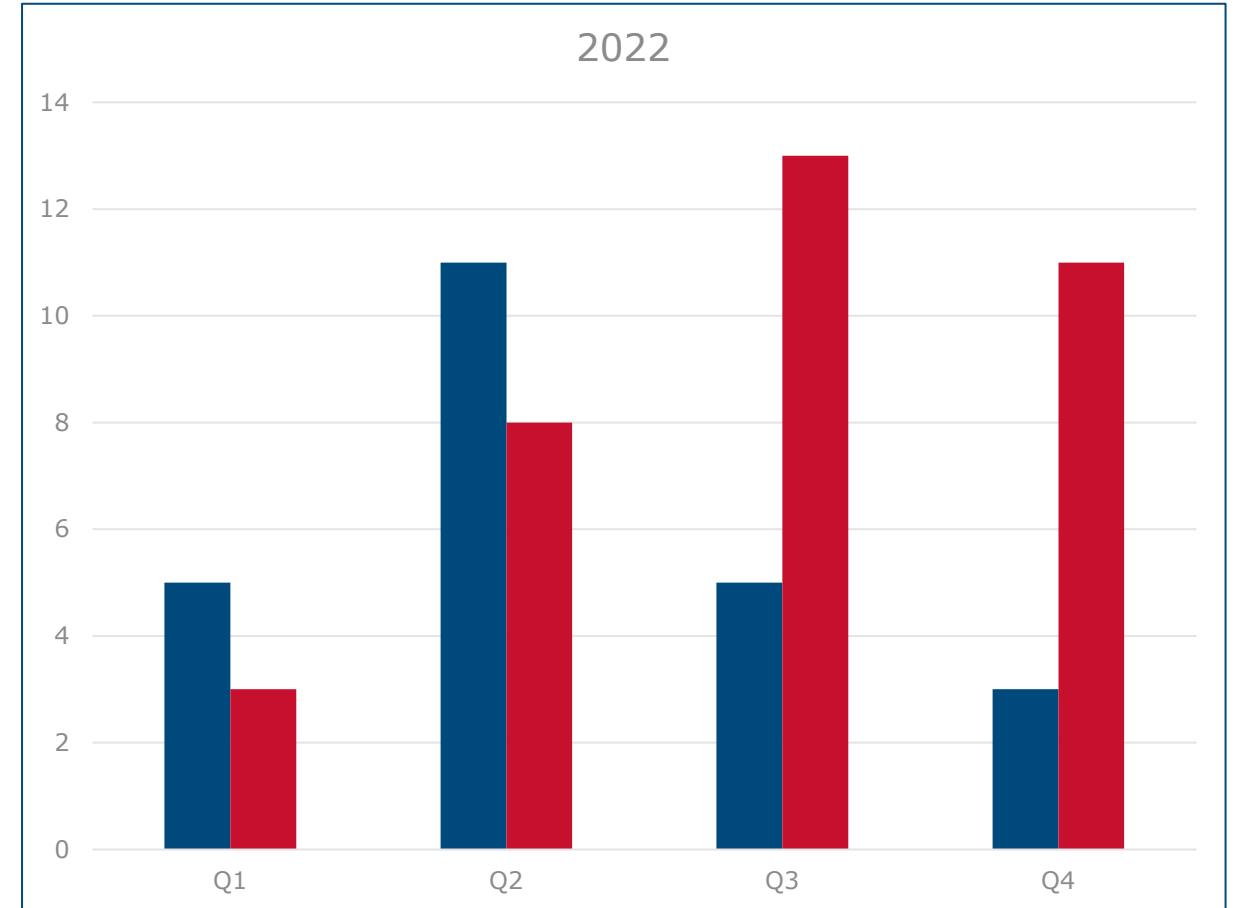
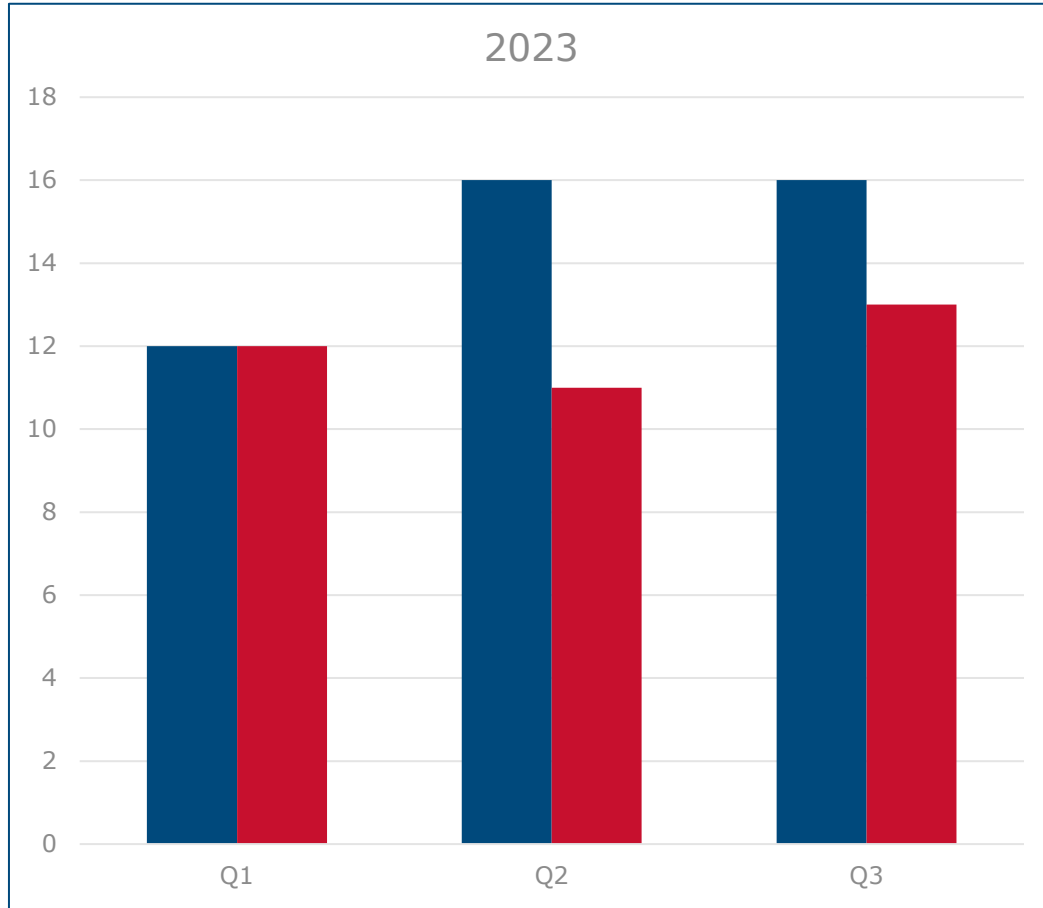
■ Always

■ Usually

■ Sometimes

Always on Time: Customer perceives Republic Services “always” picks up on schedule

ADDITIONAL INFORMATION: CUSTOMER SATISFACTION SURVEY: FCR






■ Yes

■ No

First Contact Resolution: Customer perceives their issue has been resolved after only one contact by the customer

ADDITIONAL INFORMATION: ACTION ITEMS: STAFFING, TRAINING and ACCOUNTABILITY

	CHALLENGE	EFFORT TO MITIGATE
 STAFFING	<ul style="list-style-type: none">✓ Shrinking population of CDL drivers and techs in Central Oregon; decline linked to cost of living and transition of workforce to different types of work.	<ul style="list-style-type: none">✓ Increased wages✓ Driver and Tech Institutes - hire, train, certify, place
 ACCOUNTABILITY and TRAINING	<ul style="list-style-type: none">✓ New drivers, new routes	<ul style="list-style-type: none">✓ Continuous support for new drivers and operations staff to understand trucks, systems and routes.✓ Systems to reinforce consistent service.✓ Regular evaluation of driver and supervisor performance.
 REROUTING AND ROUTE BALANCING	<ul style="list-style-type: none">✓ Rapid population growth	<ul style="list-style-type: none">✓ Route balancing to ensure routes are appropriately sized and designed.

ADDITIONAL INFORMATION: SERVICE ACTION ITEMS: COMMUNICATION AND ENGAGEMENT



COMMUNICATION

CHALLENGE

- ✓ Customers and regulators need consistent, reliable and accessible information about route delays and service changes.

EFFORT TO MITIGATE

- ✓ Education about app and online tool with sign up support
- ✓ Bad data fixing



EDUCATION and ENGAGEMENT

- ✓ Existing rate structures, rules and industry headwinds are not clear to customers or regulators.

- ✓ Preparing for implementation of RMA and universal recycling
- ✓ Evaluating changes to rate structures, reporting
- ✓ Investments in cameras with AI
- ✓ Proactive partnerships with municipalities to address service challenges, development standards and diversion programs