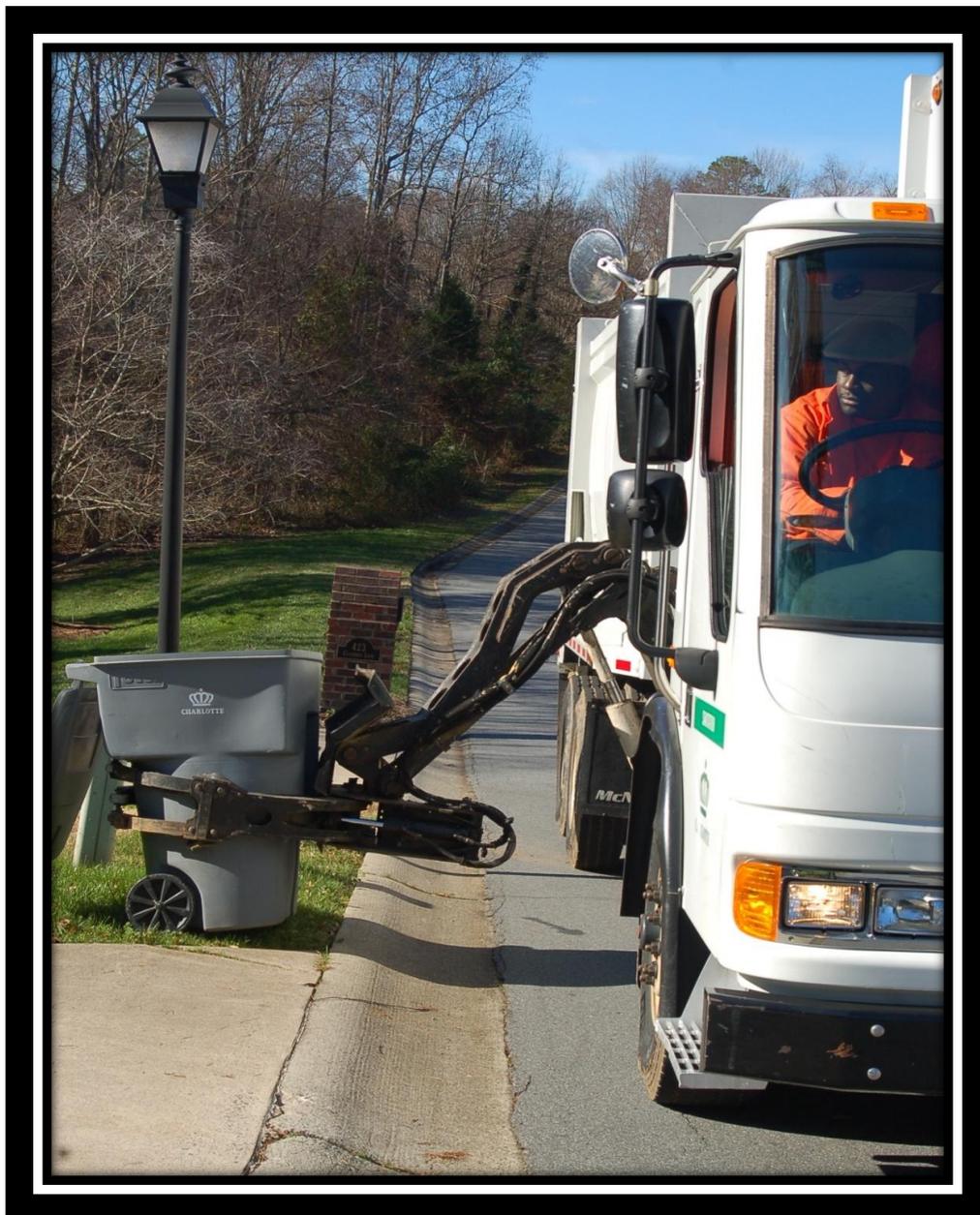




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Solid Waste Services Department

FY13 Strategic Operating Plan



Solid Waste Services Department FY13 Strategic Operating Plan

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I. EXECUTIVE SUMMARY

INTRODUCTION

The City of Charlotte Solid Waste Services Department (SWS) makes every effort to excel in quality solid waste management for the citizens of Charlotte. SWS is responsible for providing service to over 210,000 single family and 108,000 multi-family residences and 2,100 small businesses.

SWS' core business is to provide weekly curbside residential garbage, yard waste and bulky item collection and bi-weekly recyclables collection. Other services include the collection of small business garbage and dead animals, sweeping and removal of litter from streets and rights-of-way. SWS participates in neighborhood cleanups and other specialized cleaning programs that include continual maintenance of the Central Business District and special events support. In a collaborative effort with the Charlotte Transit Authority (CATS), SWS provides maintenance of the trolley corridor and bus stops and beginning in FY2013 the South corridor light rail line.

SWS has established performance benchmarks and plans to meet its projected budgetary and efficiency goals. The SWS FY2013 approved budget totals \$46,870,125 with 289 authorized positions.

To support the core business, SWS Public Service Division handles public education and awareness of available solid waste services through public programs, education initiatives and media-related services. The Contract Services Division monitors daily contract field operations to ensure contract compliance and customer satisfaction. Administration provides fiscal and budgetary support and manages the rollout container purchase and maintenance contracts and the multi-family and public facilities collection contract for complexes having 30 or more residential units and designated public properties. Human Resources oversees payroll, benefits and personnel matters. Technology manages the information systems used by SWS and provides systems support. The Safety Division coordinates the department's safety and training activities.

VISION

We will be a leader in the solid waste industry and the service provider of choice for the City of Charlotte.

MISSION STATEMENT

We will partner with the community to deliver competitive and quality solid waste services that promote an attractive and healthy environment.

NEEDS AND CHALLENGES

Multi-family garbage collection was a challenge in FY2012 as the result of a lawsuit filed against the City disputing the City's policy on supplemental (additional garbage) collections and the Court's subsequent ruling in favor of the plaintiff. While City Council approved a service change that nullified the issue, SWS has been tasked with evaluating the formula that dictates the container size and number of weekly

pickups for which a complex qualifies. SWS and the City's Attorney Office are in the process of executing an amendment to the Multi-family and Public Facilities Refuse collection contract with Republic Services.

The need to recalibrate the Solid Waste Fee is a challenge that faces not only Solid Waste Services but the offices of Budget & Evaluation, City Attorney and the City Manager. The litigation over multifamily supplemental disposal charges provoked discussion among Council and the public about the consistency between the Solid Waste Fee – historically targeted to cover all disposal fees - and the actual disposal fees paid by the City. SWS is currently compiling information to address the issue of the capacity available for disposal per unit in relation to the Solid Waste fee per unit but anticipates independent consulting will be required to address the scope of work required to move forward. Additionally, SWS will evaluate waste generated by property classification per Mecklenburg Tax Office (Single Family versus Multi-family) and refuse collection method (City serviced rollout carts versus Multi-family dumpster and compactor contract). We anticipate addressing these issues in detail in the coming months.

Yard waste continues to be the service with the highest Workers' Compensation claims as well as the only service in which SWS does not well exceed the cost per ton measure of other municipalities as



established and measured by the North Carolina Local Government's Performance Measurement Project. Comparisons are problematic because of the variance in the way yard waste is managed across the state, but the manual, seasonal aspect of the work is indisputable. SWS researched the yard waste issues and delivered a presentation to the Privatization and Competition Advisory Committee (PCAC) in April of 2012 that identified key issues and summarized possible options but no easy solution appeared. More research and planning is needed; pilot programs to assess the actual cost of debagging

at the curb, the viability of biodegradable bags and measure the service impact of set-outs that don't meet the current City ordinance are under consideration for the 2012 leaf season.

Having the use of only one disposal facility each for garbage, yard waste and recycling continues to challenge productivity due to extended travel times especially during peak traffic periods. Having additional disposal facilities or transfer stations in more central locations would help solve this problem.

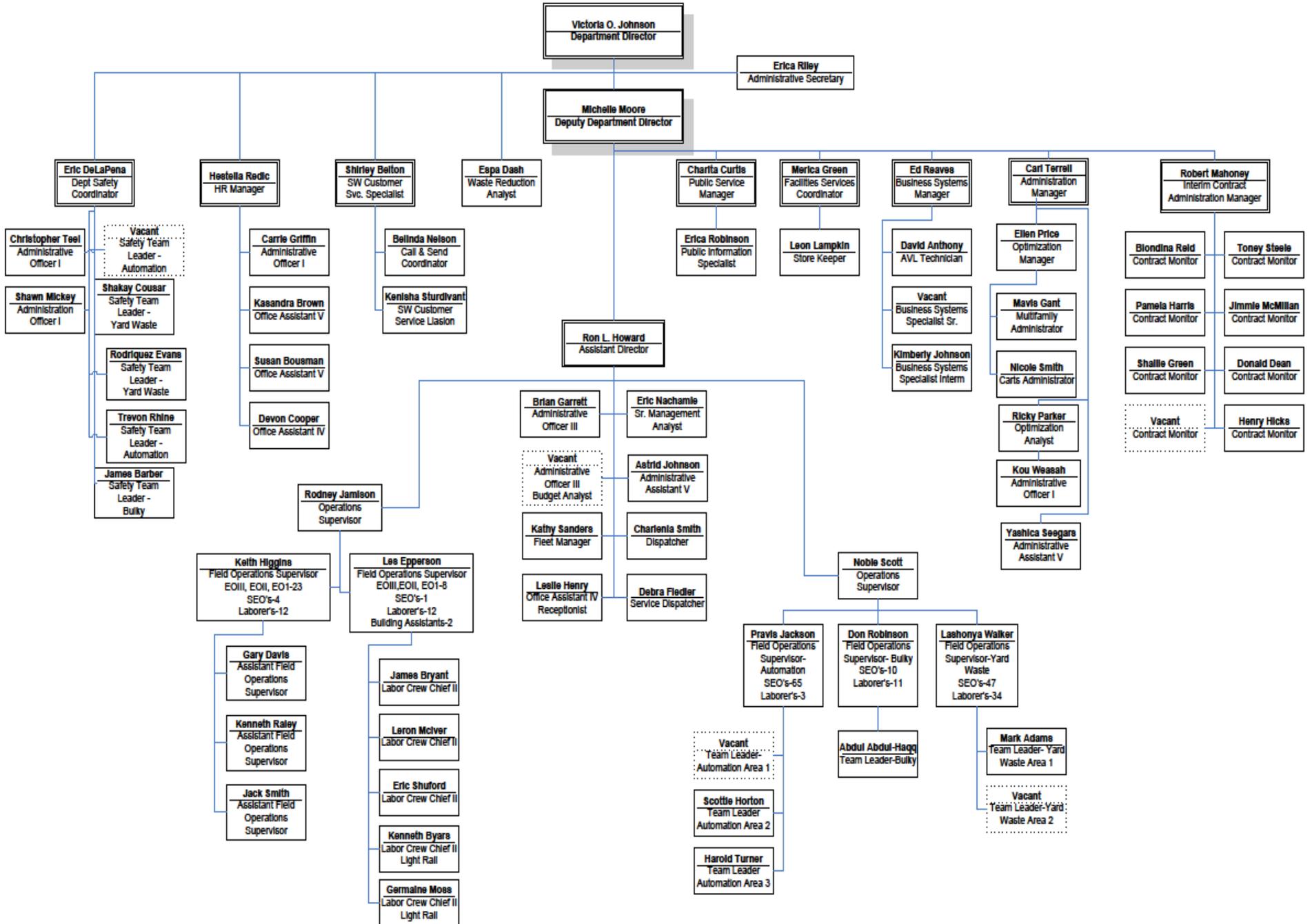
The replacement of the current Work and Asset Management (WAM) system (Emerald) with a proposed Cityworks solution will be an important undertaking. The challenges with implementing a new WAM include developing all current business process workflows in the new application; coordinating integration points with other City Departments (City Manager/311, BSS/IT, etc.) and contractors who currently use existing business process workflows; and training for all stakeholders. The objective is to find the best possible system fit while leveraging existing City resources.

An ongoing challenge exists in the public education and awareness of a diverse population about how to access and properly use available solid waste services. Comprehensive strategies are underway to solve specific problems that should lead to improved customer service, more cost savings, and increased protection to the environment. Areas of focus are increased recycling for multi-family communities and public facilities as well as proper preparation of yard waste for single families.

ORGANIZATIONAL STRUCTURE

Solid Waste Services places primary emphasis on delivering exemplary service that keeps the City of Charlotte beautiful, protects public health and safeguards the environment in a safe and cost effective manner. The SWS mission is administered under the leadership of the SWS Departmental Director and a SWS Leadership Team that includes a SWS Deputy Director, SWS Assistant Director, SWS Division Managers, and other key staff that manage the activities of dedicated employees. The organizational chart on the following page lists the SWS functional structure with a summary of Department services and activities.

**City of Charlotte
Solid Waste Services Department
FY13 Organizational Chart**



II. STRATEGY AND PLANNING

ACCOMPLISHMENTS

Solid Waste Services has been successful in a number of initiatives that have contributed to a healthy and more attractive environment for residents of the City of Charlotte. The list below highlights some of Solid Waste Services' recent accomplishments.

Operational Readiness and Efficiencies

Solid Waste Services quickly mobilized and responded effectively to unplanned events in FY2012:

The tornados that hit Northeast Charlotte in March 2012 generated storm debris collected by SWS that exceeded four (4) tons of bulky waste and an estimated 120 tons of yard waste. Regularly scheduled services were not impacted.

The imperative for Inland Service Corporation to reroute the City's residential recycling services resulted in a request for assistance from SWS resources. SWS trucks and personnel collected five (5) daily residential recycling routes or approximately 1/3 of all recycling locations for a 9 week period from April through June.



Changes were implemented to automated garbage routes and street sweeping to improve efficiency. Internal audits of workflow processes and service locations were conducted for Business Garbage, Dead Animal collections and Rollout Cart inventory (still in progress).

Internal Focus

New employee committees were established to address the areas of Leadership Development, Morale, Safety and Employee Focus. These committees have representation from SWS Leadership Team members and employees. Team charters and membership guidelines have been developed. Results to date are positive: supervisory training sessions earned high marks and a revised driver mentor training program is ready to launch.

The addition of five (5) new Safety Team Leaders in FY2012 proved instrumental in the reduction of Solid Waste vehicle claims. The number of claims decreased nearly 15% from FY2011 to FY2012. The number of workers compensation claims per 200,000 hours worked declined every year since 2008.

Environmental Initiatives

SWS had continued success in waste reduction efforts and environmental impacts. SWS recently installed five BigBelly solar waste stations as a pilot to further reduce litter, encourage recycling and enable the City to deliver essential services at a reduced cost. Not only do the solar waste stations reduce collection trips and litter in Uptown and South End, they also reduce the City's carbon footprint by minimizing fuel consumption and diverting recyclables from the waste stream.



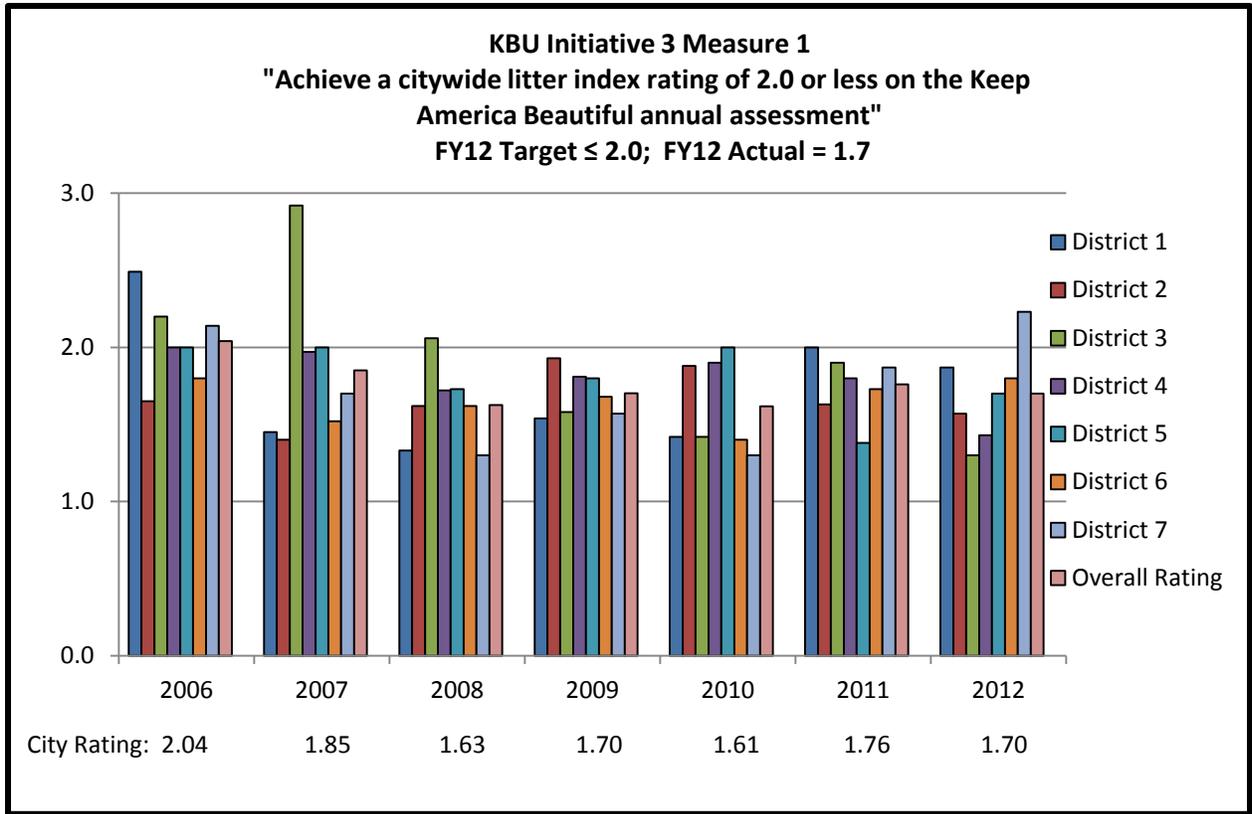
During FY12 fuel consumption was further reduced as four (4) refuse collection trucks that utilize Compressed Natural Gas replaced older trucks that required diesel fuel. This brings the total number of CNG trucks in the SWS fleet to six (6). Also, the amount of residential recycling tonnage collected continues to increase each year.

Performance Highlights

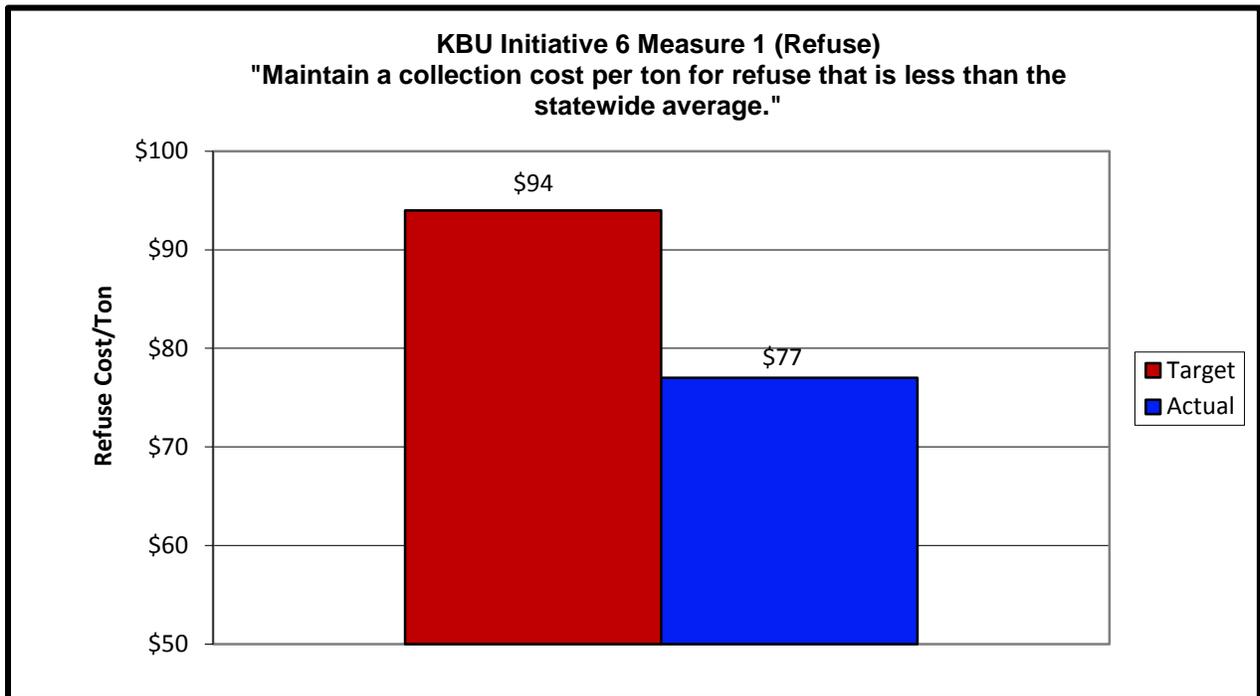
SWS' current business model is to operate under a benchmark scenario for the residential collection of garbage, yard waste and bulky items. The year one audited benchmark savings (FY2011) totaled \$789,073 or 4% of revenues. The audited savings for the first six months of FY2012 were \$143,161 or 1.36% of revenues. Full year benchmark savings are expected to exceed \$300K.

SWS recently completed its second successful year of the bi-weekly residential single-stream recycling program. Single-stream recycling supported the Council's FY2012 Strategic Focus Area Plan for the Environment and exceeded the target to increase residential recycling tonnage by 30% over the FY10 base year. In FY2012, recycling tonnage continued to rise, resulting in a 36% increase over the base year. The positive effects generated by the single-stream recycling program are expected to continue as the department takes aim at the FY2013 Strategic Focus Area Plan target to increase the landfill diversion rate from 25% to 35% by 2015. This measure supports the collaborative Mecklenburg County 10-Year Solid Waste Management Plan to reduce per capita waste disposal.

SWS collection and right-of-way cleaning programs helped achieve excellent scores on the annual Keep Charlotte Beautiful Litter Index Rating. The overall score was 1.7 on a scale of 1 to 4 (lower scores represent a higher level of cleanliness). This rating exceeded our target of 2.00. Individual council district ratings ranged from 1.3 to 2.23. The overall litter assessment score has exceeded the SWS Strategic Operating Plan Balanced Scorecard goal for 6 consecutive years (see chart below).



For the twelfth consecutive year, the University of North Carolina – Chapel Hill School of Government Benchmark Report showed that SWS outperformed other North Carolina municipalities with lower collection costs in major performance categories.



Collaboration

SWS has an on-going partnership with Neighborhood and Business Services to improve neighborhoods that includes co-sponsorship of the annual Neighborhood Symposium. SWS also worked with Neighborhood and Business Services, CMPD, and the Sheriff Department to cleanup neighborhoods and illegal dump sites. SWS worked with residents along targeted collection routes to reduce item preparation issues that lead to citations.

SWS, through a service agreement with CATS provided expanded trash collection services at high-use bus stops. This collaborative relationship has complemented SWS's right-of-way cleaning goals and has allowed CATS to improve cleanliness at problematic bus stop locations. Due to the success of this partnership, CATS and SWS have entered into a new five year agreement beginning in FY2013 for SWS to provide trash pickup and cleaning along the South corridor light rail line.

LINKS TO CORPORATE STRATEGY

Serve the Customer

Currently, SWS provides residential service to over 210,000 single-family households, over 108,000 multi-family households and approximately 2,100 small businesses within the City of Charlotte. Services include the weekly collection and disposal of garbage, bulky-item collection, yard waste and the delivery and repair of rollout containers. Collection service for residential recycling is provided to residents on a bi-weekly basis and the service is provided by a private contractor. In addition, SWS provides street-sweeping services, special event clean-ups, downtown business district maintenance and various other programs and services that serve our citizens.

Run the Business

SWS recognizes the need for its customers to reap the benefits of sound, effective business practices, as it develops new and ongoing programs and services. SWS anticipates that it will fulfill its service commitments as well as provide a quality level of service to its customers. Through the development of collaborative initiatives, cooperation with internal and external partners, utilization of technology tools and resources, and the streamlining of processes, SWS will be successful in providing the highest level of overall service delivery.

Manage Resources

As a competitive service provider, SWS' goal is to deliver the best service at the lowest possible cost to its customers. SWS continues to be an active participant in the City's benchmarking process. This business model is unique to the public sector and has contributed to the creation of better business practices for the entire organization. SWS will also strive to adhere to the policy objectives of the Small Business Development Program that supports and encourages local business growth.

Develop Employees

SWS is keenly aware that overall success hinges upon the ability to provide employees with the tools necessary to deliver optimum service. Therefore, SWS seeks opportunities to groom, develop and promote employees from within the organization through a myriad of training and development programs. SWS also considers the overall wellness of employees a critical aspect of the ability to perform services. Therefore SWS has incorporated a wellness program to ensure that employees are informed about the rigors of the job and how overall health decisions impact daily operational roles and responsibilities.



STRATEGIC INITIATIVES

	Department Initiative	Linkage to Corporate Strategy
Serve the Customer	<p>Improve neighborhood appearance and raise public awareness about solid waste services.</p> <p>Reduce residential waste and promote recycling participation.</p>	<p>Corporate Objective: Strengthen Neighborhoods</p> <p>Corporate Objective: Safeguard the Environment</p> <p>Focus Area: Environment</p>
Run the Business	<p>Develop effective alliances with internal and external partners.</p> <p>Improve customer satisfaction with service delivery.</p> <p>Improve operational efficiencies.</p>	<p>Corporate Objective: Develop Collaborative Solutions</p> <p>Corporate Objective: Enhance Customer Service</p> <p>Corporate Objective: Optimize Business Processes</p>
Manage Resources	<p>Reduce or maintain operating costs.</p>	<p>Corporate Objective: Deliver Competitive Services</p>
Develop Employees	<p>Train workforce and develop employees.</p> <p>Create a positive and productive work environment.</p> <p>Promote wellness in worksite environment.</p>	<p>Corporate Objective: Promote Learning and Growth</p> <p>Corporate Objective: Achieve Positive Employee Climate</p> <p>Corporate Objective: Achieve Positive Employee Climate</p>



III. SERVICE DELIVERY

SERVICES

The Solid Waste Services Department provides weekly collection service to over 210,000 single-family households, over 108,000 multi-family households and approximately 2,100 small businesses.

Other services include the collection of small business garbage and dead animals, sweeping and removal of litter from streets and rights-of-way. SWS participates in neighborhood cleanups and other specialized cleaning programs that include continual maintenance of the Central Business District and special events support. In a collaborative effort with the Charlotte Transit Authority (CATS), SWS provides maintenance of the trolley corridor and bus stops and beginning in FY2013 the South corridor light rail line.

SWS' mission is to deliver competitive service that promotes an attractive and healthy environment.



ACTIVITY	SERVICE
DEPARTMENTAL EXECUTIVE OFFICE	Provides overall executive administration of departmental activities. Supports departmental business activities through the development and implementation of public affairs programs, public education initiatives, media-related services and waste reduction analysis. Provides employee support for human resource activities and processes payroll. Coordinates internal safety and training activities and facilitates the activities for the Accident Prevention Team.
OPERATIONS DIVISION: COLLECTIONS & SPECIAL SERVICES	<p>COLLECTIONS: Provides weekly collection service to residential single-family units and multi-family complexes of less than 30 units. Collection service includes pickup of residential garbage, yard waste and bulky trash items.</p> <p>SPECIAL SERVICES: Cleans city-maintained streets and rights-of-way, supports special events, manages the infrastructure and the cleanliness of the Central Business District, collects small business refuse, dead animals and provides public trash receptacles. Provides maintenance for bus stops, trolley corridor and light rail line.</p>
ADMINISTRATION & CONTRACT SERVICES DIVISIONS	<p>ADMINISTRATION: Supports Department activities through coordinated business planning and strategic management of budgetary, fiscal control, benchmarks, contracts, and landfill activities. Administers the outsourced Rollout Container Purchase and Maintenance Contracts and Multi-family Collection Contract for complexes having 30 or more residential units.</p> <p>CONTRACT SERVICES: Manages the outsourced recyclables collection contract. Monitors daily contract field operations to ensure contract compliance and customer satisfaction. Supports the rollout container contracts and the multi-family collection contract.</p>
TECHNOLOGY SERVICES DIVISION	Supports Department activities by the management, coordination and implementation of information technology based operations.
CUSTOMER SERVICE LIAISON	Handles complex solid waste service requests related to bulky-item collection, missed service, new service and cart maintenance forwarded from the consolidated 311 Customer Service Call Center.



1. Deliver Competitive Citizen-Focused Service

During FY12, SWS delivered competitive service city-wide for garbage, yard waste and bulky item collection. These services were performed under a Benchmark scenario. Audited costs through the 2nd quarter were 1.36% less than the established benchmark. The continued success in the reduction in operating expenses resulted from targeted performance efforts such as routing adjustments and increases in individual performance results. The use of GPS tracking devices on collection vehicles continued to provide better performance data that increased management decision-making capacity which significantly contributed to lower operating costs as validated by performance audit results. Also, SWS collection costs continued to be lower than those experienced by other North Carolina municipalities that participate in the School of Government Performance Benchmark Report.

2. Improve Customer Satisfaction

In FY12, citizen satisfaction with the SWS service model and single-stream recycling collection were high. Recycling tonnage continued to increase and citizens requested and received the ability to purchase a second recycling cart. To date, over 300 citizens have purchased a 2nd cart.

3. Develop Effective Alliances with Internal and External Partners

Update: The successful SWS reorganization and implementation of a the residential single stream recycling program required collaboration between SWS, County Solid Waste and private partners Inland Service Corporation, the City's contractor for recyclables collection and Otto Container Management, the City's rollout cart contractor.

IV. BALANCED SCORECARD AND PERFORMANCE MANAGEMENT

SERVE THE CUSTOMER

SWS INITIATIVE 1: Improve neighborhood appearance and raise public awareness about solid waste services.

Measure 1: Develop an improved program for drivers to report field observed problems on routes requiring educational assistance and ordinance compliance.

Solid Waste Services will improve the current door hanger process for drivers to report problems on their routes where customers are in poor compliance with SWS item preparation procedures. Once the program is updated, the Public Service Division will target the identified areas to provide comprehensive, educational initiatives to improve customer adherence to SWS procedures. This will result in improved efficiency and service delivery along these routes.

CSC Linkage: Strengthen Neighborhoods

SWS INITIATIVE 2: Reduce residential waste and promote recycling participation.

Measure 1: Increase the number of complexes on the Multifamily and Public Facilities Collection Contract that recycle by 5 each quarter.

SWS continues to establish partnerships with multi-family properties to increase recycling participation within these communities. The work of the partnership follows a comprehensive effort that has included presentations, written materials, and other tools to encourage residents to increase their recycling participation. An increase in recycling will reduce the amount of waste disposed of in landfills.

CSC Linkage: Safeguard the Environment

Measure 2: Collect recyclable waste during City-supported special events held in the Center City in excess of the prior 2-year average of tons of recyclables collected in FY11 and FY12.

SWS successfully implemented a pilot recycling program during a Center City event in FY08. SWS has expanded the program to all special events in order to reduce disposable waste.

CSC Linkage: Safeguard the Environment

Measure 3: Reduce residential waste.

This target is an FY2013 Strategic Focus Area Plan measure. The overall goal is to increase the landfill diversion rate from 25% to 35% by 2015. This supports the Solid Waste Management Ten-Year Plan goal to reduce per capita waste disposal. An increase in recycling will reduce the amount of waste disposed of in landfills.

CSC Linkage: Safeguard the Environment

SWS INITIATIVE 3: Develop effective alliances with internal and external partners.

Measure 1: Achieve citywide litter index rating of 2.0 or less on the Keep Charlotte Beautiful annual assessment.

One of the most obvious signs of neglect and deterioration in any given area is the presence of widespread litter. Along with detracting from aesthetic beauty, neighborhood litter contributes to diminished vitality, lower property values and the perception of higher crime. The support of Keep Charlotte Beautiful initiatives through enhanced right-of-way cleaning, street sweeping, neighborhood initiatives in collaboration with the Neighborhood and Business Services Department and neighborhood organizations, and public education will enable SWS to achieve a citywide index rating of 2.0 or less.

CSC Linkage: Develop Collaborative Solutions

SWS INITIATIVE 4: Improve customer satisfaction with service delivery.

Measure 1: Maintain an average number of garbage collection complaints per every 1,000 units serviced less than or equal to the FY12 rate + 5%.

SWS will use the monthly service report to monitor types of complaints and share with operating staff in an effort to improve service delivery and enhance customer satisfaction.

CSC Linkage: Enhance Customer Service

Measure 2: Maintain an average number of yard waste collection complaints per every 10,000 units serviced less than or equal to the FY12 rate + 5%.

SWS will use the monthly service report to monitor types of service complaints and share with operating staff in an effort to improve service delivery and enhance customer satisfaction.

CSC Linkage: Enhance Customer Service

SWS INITIATIVE 5: Improve operational efficiencies.

Measure 1: Maintain an average garbage cart collection rate of 120 carts per hour for residential garbage routes.

SWS staff will monitor performance to ensure maximum efficiency with consideration of variables that impact service delivery. The number of residential units serviced by each employee per hour will determine the rate of achievement to ensure maximum efficiency.

CSC Linkage: Optimize Business Processes

Measure 2: Reduce vehicle claim frequency compared to FY12.

SWS staff will continue to look for ways to reduce vehicle claims through safety training and reduce associated costs.

CSC Linkage: Optimize Business Processes

Measure 3: Reduce claims per 200,000 hours worked compared to FY12.

SWS staff will continue to look for ways to reduce claims through safety training and reduce associated costs.

CSC Linkage: Optimize Business Processes

Measure 4: Complete assessment and vendor selection for new work and asset management system.

SWS staff will enhance technology systems to better manage current and future business workflows.

CSC Linkage: Optimize Business Processes

MANAGE RESOURCES

SWS INITIATIVE 6: Reduce or maintain operating costs.

Measure 1: Maintain a collection cost per ton for refuse that is less than the statewide average.

Based on a report conducted annually by The University of North Carolina at Chapel Hill School of Government that analyzes performance and cost data for city services, SWS will maintain a cost-per-ton collected for refuse that is less than the statewide average for municipalities in the State of North Carolina.

CSC Linkage: Deliver Competitive Services

Measure 2: Maintain a collection cost per ton for recyclables that is less than the statewide average.

Based on a report conducted annually by The University of North Carolina at Chapel Hill School of Government that analyzes performance and cost data for city services, SWS will maintain a cost-per-ton collected for recyclables that is less than the statewide average for municipalities in the State of North Carolina.

CSC Linkage: Deliver Competitive Services

DEVELOP EMPLOYEES

SWS INITIATIVE 7: Train workforce and develop employees.

Measure 1: Provide an average of 12 hours of safety-based training monthly in an effort to reduce preventable vehicular accidents and personal injuries.

SWS will provide safety-based training to its field operation employees to aid in the reduction of injury and risk to SWS employees as well as citizens. This will also assist in the reduction of insurance and liability claims. Training will be implemented through departmental Driver Training and Driver Mentor programs and other techniques and strategies. Staff will continue to conduct weekly tailgate sessions and monthly safety meetings to increase the focus on safety awareness and prevention.

CSC Linkage: Promote Learning and Growth

SWS INITIATIVE 8: Create a positive and productive work environment.

Measure 1: Recognize one employee each quarter, selected from departmental employee nominations, who most clearly exhibited the City's Guiding Principles during the previous quarter.

SWS will recognize one (1) employee each quarter who most closely demonstrates the City's guiding principles, including: teamwork, openness, accountability, productivity, employee development, courteousness, responsiveness, accessibility and seamless quality service. Employees will be nominated by co-workers and one employee will be selected by an interdepartmental selection committee.

CSC Linkage: Achieve Positive Employee Climate

SWS INITIATIVE 9: Promote wellness in worksite environment.

Measure 1: Maintain designated Wellness Works information centers each quarter in high traffic areas in the SWS facility to update employees on various health and wellness topics.

Aligned with the goals and objectives outlined within the City's Wellness Management Plan, SWS will continue to support an annual wellness fair and wellness education seminars. SWS encourages participants to review available literature about ways to improve overall health.

CSC Linkage: Achieve Positive Employee Climate

Measure 2: Provide health and wellness related information to all employees at least twelve (12) times per year.

This measure is also aligned with the goals and objectives outlined within the City's Wellness Management Plan, SWS will continue to support an annual wellness fair and wellness education

seminars. SWS encourages participants to review available literature about ways to improve overall health.

CSC Linkage: Achieve Positive Employee Climate

V. REQUEST FOR RESOURCES

BUDGET HIGHLIGHTS

In order to implement the FY2013 Strategic Operating Plan, SWS has an approved operating budget of \$46,870,125 and 289 authorized positions. The FY2013 budget includes a decrease in multi-family garbage disposal costs due to the elimination of the reimbursement of supplemental disposal costs and an increase in tipping fee amounts charged by Mecklenburg County. These are offset in full by changes to the single family and multi-family solid waste fees. Additional budget increases are to cover rate changes for the maintenance and repair of vehicles and equipment and for fuel price escalations.

Solid Waste Services Budget

	FY12 Appropriation	FY12 Expenditures and Encumbrances	FY13 Appropriation
Personal Services	\$16,340,355	\$15,790,586	\$16,450,801
Operating Expenses	\$29,059,323	\$28,913,611	\$30,515,131
Departmental Charges	(\$93,217)	(\$95,247)	(\$95,807)
Capital	\$1,042,282	\$1,042,282	\$0
Totals	\$46,348,743	\$45,651,232	\$46,870,125
Authorized Positions	289		289

VI. CONCLUSION

The Solid Waste Services FY13 Strategic Operating Plan builds upon successes and lessons learned during previous years. The Plan looks to the future and links Department strategic operating initiatives to City Council Focus Areas. The Plan includes special initiatives that promote Strengthening Neighborhoods, Optimizing Business Processes and Wellness. Solid Waste Services is committed to merging proven processes with innovative strategies to enhance service delivery capabilities in a manner that is efficient and economically competitive. Solid Waste Services is confident that the initiatives detailed in this plan can be accomplished. The achievement of these initiatives will enhance public health and lead to a safer and more attractive City of Charlotte.