

# SOLID WASTE *works*

Winter 2010

## We Win Every Day!

It's become the motto of the team working on the Department's Governor's Sterling Award application: We Win Every Day (see related article about the team, *Employees Come Together to Draft Sterling Award Application*!).

The motto came to Carlos Santa Cruz—the Department's Manager, Fiscal Resources—after he was assigned to lead a team in the process of applying for, and hopefully winning, the Governor's Sterling Award.

"I was entrusted with going forward with the Governor's Sterling Award, with the goal of winning the award for the Department," Carlos explained. "After a great deal of thought on what the Department accomplishes every day—with collections, disposal and maintaining concurrency—I felt the success of the Department happens every day, and I came back to my Deputy Director (Chris Rose) and I said, 'Chris, we win every day.'"

As DSWM employees, all of us are aware of the hard work we do constantly to ensure that indeed, we win every day. The Sterling Examiners' site visit to DSWM from March 7th through the 13th is our chance to



*Carlos Santa Cruz and Beverly Washington are working hard to let the Sterling Examiners know that at DSWM, "We Win Every Day."*

shine and let others see the wonderful job we do day in and day out.

Enforcement Division Director Beverly Washington is working alongside Carlos to lead DSWM through the Sterling Award process. Why does she think winning the Sterling Award is so important? "I always thought that the Department did a lot of things really, really well," she said.

Beverly has gone out to the field a number of times as part of applying for the Sterling Award. "The Sterling Award process is a pat on the back" for DSWM employees, she said. "They are absolutely proud of what they do."

Last year, the Miami-Dade Park and Recreation Department won the Governor's Sterling Award. This year, DSWM is the only County department to apply. Let's all show the Sterling Examiners we're proud of what we do and that we win every day—and DSWM should be sure to win the Governor's Sterling Award.



## MESSAGE FROM THE DIRECTOR

*Dear DSWM Staff,*

I am extremely proud to let each one of you know that our Department has qualified for the 2010 Governor's Sterling Award (GSA). The GSA is a prestigious honor given to organizations that are considered to be role models for excellence in organizational performance. I know that you'll agree with me when I say that we are more than qualified for the Sterling Award!

Our Sterling Team compiled an outstanding application which clearly identified and provides excellent examples of our success in seven key categories. Our application details our Department's long history of success in the areas of service excellence, efficiency, reliability, customer focus, innovation, strategic planning and results-oriented performance. Copies of the application are available at each work site for employees to review.

From March 7-13, a team of Florida Sterling Council Examiners will visit each of our work sites and facilities to learn more about our Department, how we operate and why we're so exceptional at what we do. They don't

just want to read about our excellence. They want to see us in action and they want to hear from you -- our employees -- how we achieve our mission statement: To provide exceptional waste collection, recycling and disposal services that protect, preserve and improve our environment and the quality of life in our community. Be ready to tell them how you fit in and add to our organization's success.

We've set our sights on being the first solid waste organization ever to win the Sterling Award in the State of Florida. I am confident that when the Sterling Examiners visit, they will be impressed by the success of our solid waste management program and the talented workforce that makes it all possible.

*Kathleen Woods-Richardson*  
Director

## DID YOU KNOW?

No other solid waste agency in Florida has ever applied for, let alone won, the Sterling Award? We want to be the first!

## Sterling Award Site Visits Coming March 7-13

Perhaps the most important portion of the Governor's Sterling Award process is the site visit. A team of Examiners from the Florida Sterling Council visits an applicant and talks to employees to understand the applicant's operations, see how well they do things and look for aspects of the operation that can be used as a model for other entities.

To understand how vital it is to excel during the Examiners' visit, consider that the Park and Recreation Department won the Governor's Sterling Award last year based on how well they did during the site visit.

The week of March 7th through the 13th, nine Sterling Examiners will be here visiting our Department. Each Examiner will be assigned to a specific category, based on the original award application submitted by the Department in November. The Examiners plan to speak with half of the Department's employees, which means there is a 50-50

chance they will speak with you.

No other solid waste entity, private or public, has won the Governor's Sterling Award or its equivalent in the United States. DSWM wants to be the first—but it can only happen if we all work together. Here are a few things you can do now to be a part of the DSWM's winning team:

- Learn how your role in the Department ties in to the DSWM Mission Statement (see related article, *The DSWM Mission Statement: What's Your Place In It?*);
- Borrow a copy of the Governor's Sterling Award Application from your supervisor or Division Director and familiarize yourself with the section that applies to your area of responsibility;
- Continue to take pride in your work area and wear your uniform proudly;
- Remember these key facts about DSWM:



- We've been providing exceptional waste service to our customers for more than 50 years;
- We're the largest government-owned and operated waste collection and disposal system in the southeastern United States;
- Our customer satisfaction rating is one of the highest among County departments;
- We proudly serve more than 320,000 households in unincorporated Miami-Dade County and nine municipalities;
- We're leaders in innovation, with our use of automated garbage collection, a single-stream recycling program and the introduction of fuel-efficient hybrid trucks; and
- We plan for the future—our Master Planning process is currently under way, where we're developing an environmentally sound solid waste management program to meet our community's needs for the next 50 years.

## Senior Staff Retreat

The Department held a senior staff retreat this past November at the Miami Yacht Club on Watson Island. Keeping with the times, the retreat's theme was *Fiscal Responsibility in Difficult Times*.

A number of speakers, both from the County and Department, as well as outside of the County, kept retreat attendees engaged and informed. Topics discussed included:

- *Current Budget Environment*, by Jennifer Glazer-Moon, the County's Budget Director;
- *Leadership and Productivity*, by Howard Piper, Special Assistant to the County Manager;
- *DSWM Financial Reports and Forecast*, by both DSWM Deputy Direc-



Isaiah Thomas and Kathleen Woods-Richardson.

tor Chris Rose and Assistant Director – Administration Aneisha Daniel;

- *Role of the Bond Engineer in Managing our Solid Waste System*, by Tom Henderson of Malcolm Pirnie; and
- *Flow Control*, by Barry Shanoff of the Solid Waste Association of North America.

Department Director Kathleen Woods-Richardson also brought in a special guest speaker. Former NBA great and current FIU men's basketball coach Isaiah Thomas gave a motivational speech where he expressed appreciation for the hard work DSWM employees do every day.

## Another Record-Setting Month for Recycling Program

This past December, we set a new record for recycling materials collected: 5,781 tons! The previous record had been set in June 2009, when 5,557 tons were collected. In

fact, the new single-stream recycling program has doubled the tonnage of recyclables collected over the last full year of the dual-stream program (July 2007 through June 2008).

# CONGRATULATIONS



## CORNER

*Delivering Excellence Every Day*

*A total of 60 DSWM employees were rewarded for their hard work with a promotion during the third and fourth quarters of the previous fiscal year, and the first quarter of the current fiscal year. The following is a listing of the employees and their new positions:*

### **Cashier 1**

Angela Freeman

### **Division Director 2, SWM (Garbage)**

Claudia Henfield

### **Executive Secretary**

Gwendolyn McMillan

### **Human Resources Mgr**

Denna Starks

### **Maintenance Superintendent**

Francisco Gomez

### **Sr. Executive Secretary**

Vivian Cortina

### **Transfer Station Superintendent**

George Alvarez

Jamie Graves

### **Trash Crane Operator**

Clem Hamilton

Steve Jackson IV

Mozella Thompson

### **Trash Truck Driver 1**

Ray Baker

Wade Chow

Willie Davis Jr.

Daniel Day

Alan Dozier

Jameel Florence

Anthony Heyward Jr.

Sammy Little

Abraham Mole III

Winston Naylor

Chris Parrish Jr.

Marvin Stubbs

Chapell Summers

Jason White

Marcua Wynter

### **Trash Truck Driver 2**

Willie Bailey III

Miguel Barrera

Tawanda Gibson

Charles Graham

Sammy Little

Eric Murray

Anthony Passmore

Estime Paul

Jose Rivero del Guarda

Tyrone Siggers

### **Waste Attendant 1**

Jabbar Amonaa

Chalecha Brown

Curtis Brown Jr.

William Hernandez III

Beverly Lester

### **Waste Attendant 2**

Marie Mohammed

Reginald Woods

### **Waste Equipment Operator**

Carlton Jenkins

Albert Serrano

Curtis Thompson

### **Waste Supervisor 1**

David Clark Jr.

### **Waste Supervisor 1 (Garbage)**

Yolanda Hargrett

### **Waste Supervisor 1 (Trash)**

Gilbert Pinkston

### **Waste Truck Driver**

Lamar Bennett

Hugues Desir

Yvon Exius

Darmon Horne

Latravis Martin

Leonvil Petit-Frere

Ivory Ragnoonan

Frantz Registre

Torre Rolle

Lamont Washington

*Welcome to the following County employees who transferred to the DSWM:*

### **Accountant 2**

Arlene Olivera

### **Administrative Secretary**

Barbara Bravo

JoAnn Myers

### **Automotive Equipment Operator 1**

Rigoberto Toscano

### **Cashier 1**

Carmen Guerrero

### **Clerk 2**

Sharee Simmons

### **Human Resources Manager**

Trinese Lamb Gray

### **Maintenance Repairer**

Jason Williams

### **Office Support Specialist 2**

Zoleyda Mora

### **Personnel Specialist 2**

Nicolas Lamis III

### **Special Projects Administrator 1**

Francisco Calderon

### **Special Projects Administrator 2**

Deborah Penha-Cumbermac

### **SWM Landfill Superintendent**

Omar Castro

Antoine St. Paul

### **SWM, Credit & Collection Mgr**

Andrea Brown

### **Transfer Station Superintendent**

Arnaldo Perez

### **Waste Attendant 1**

Wanda Harper

Lanaldridge Rolle

Terrance Williams

*Welcome to the following new hires to the DSWM team:*

### **Automotive Equipment Operator 1**

Terrance Stovall

Miguel Derizanz

### **Executive Secretary**

Tavodda Turner

### **Semi-Skilled Laborer**

Steven Gilbert

Javier Torres

### **Sr. Planner**

Michelle Glenn

### **Waste Attendant 1**

Nelson Botello

Wanda Harper

Dwight Hunter

Willie Jackson

Eddie Jackson

Sherry Jones

Dwain Jones

Lenard Jones

Anthony Kinsey

Kelly Luces

Eugene Lullen

Anthony McNeal

Quinton Miller

Carl Mobley

Charlie Mobley

Jimmie Neal

Rolando Valdes

Keysa West

Reggie Williams

Haneef Young

*Congratulations, best wishes and a heartfelt thank you for a job well done to DSWM employees who have recently retired:*

### **3A Garbage**

Charles Joseph

Waste Collector

6 years

Jerry J. Williams

Waste Truck Driver

32 years

### **3B Garbage**

Albert Francis

Waste Collector

44 years

### **3B Trash**

Ismael Ayabarreno

Trash Truck Driver 1

25 years

Eugene Buchanan  
Trash Crane Operator  
31 years

### **58th Street**

Alvin Phillips

Waste Collector

35 years

### **58th Street Garbage**

Jimmy McGee

Waste Collector

42 years

### **58th Street Trash**

Curtis Boyd

Waste Attendant 1

26 years

### **Central Transfer**

Walden Clarke

Trash Truck Driver 2

20 years

### **Enforcement**

Louis Garcia

Waste Enforcement Officer 1

15 years

Raymond J. Adler

Waste Enforcement Officer 1

27 years

### **Resource Recovery**

Ricardo Bernal

Trash Truck Driver 2

20 years

## E-mail from another satisfied DSWM customer

Hey Frank, thanks for your help. I took all of my electronics on Saturday. They (the Home Chemical Collection Center in West Dade) are located really close to my home. They were open, really nice and courteous and very helpful – they even helped take out the huge tv from my car. Thanks again for your help last week.

Have a Merry Christmas,  
Edith

*Editor's note: Congratulations to the employees at the Home Chemical Collection Center in West Dade for a job well done!*

## Employees Come Together to Draft Sterling Application

It took a lot of hard work and dedication from a lot of Department employees. But finally, just before the November deadline, the DSWM sent its application in for the Governor's Sterling Award.

Those of you who were around in 2007 when the Sterling Examiners first visited DSWM for the Sterling Challenge may remember what the Sterling program is about. For those who weren't, Sterling is a process that analyzes organizations for the purpose of improving their management approach.

In 2007, DSWM participated in the component of the program known as the Sterling Challenge. Sterling Examiners evaluated the Department with an eye towards several categories including such items as Leadership, Customer and Market Focus, and Process Management. Suggestions were made for improvement, and the Department has incorporated, and is still incorporating, many of them.

The entire process culminates in the Governor's Sterling Award, which is considered the state's most prestigious award for performance excellence. Since Sterling began in Florida in 1992, only 61 organizations have won the Governor's Sterling Award.

The employees listed below helped with the application, either by writing, editing or reviewing a section of the application; conducting research; or visiting sites in preparation for the Examiners' visit in March. Thanks to their hard work—and the hard work all DSWM employees do every day—DSWM looks forward to becoming a recipient of the Governor's Sterling Award.

Kathleen Woods-Richardson - Director

Vicente Castro - Deputy Director, Operations

Christopher Rose - Deputy Director, Administration

Asok Ganguli - Assistant Director, Technical Services

Pamela Payne - Assistant Director, Collections

Aneisha Daniel - Assistant Director, Administration

Michael Moore - Assistant Director, Disposal

Carlos Santa Cruz - Manager, Fiscal Resources

Beverly Washington - Division Director 1, Enforcement

Veronica Richardson-Clark - Executive Secretary

Gayle Love - Division Director, Public Information & Outreach

Gerard Metellus - Customer Service Manager

Jeanmarie Massa - Public Information & Outreach



Rey Perez - Information Services Manager

Michelle Sifontes - Chief, Human Resources

Carl Stringer - Division Director, Trash

Claudia Henfield - Division Director 2, Garbage Collections

Lee Casey - Division Director, Technical Services & Environmental Affairs

Michael Fernandez - Division Director 2, Transfer Stations

Yolanda Minus - Human Resources Manager

Denna Starks - Human Resources Manager

Danny Diaz - Division Director 3, Fleet Management

Deborah Silver - Division Director, Information Technology

Stacey McDuffie - Division Director, Planning & Intergovernmental Affairs

Michelle Glenn - Senior Planner, Planning & Intergovernmental Affairs

Alvin McCray - Operations Mgt & Route Performance Coordinator

Angela Hunter - Systems Analyst/Programmer I

Albert Fernandez - Network Manager II

James Griffin - Training Specialist

Ed Rubio-Garcia - Administrative Officer III

Frank Calderon - Special Projects Administrator I

Barbara Casanova-Diaz - Accountant I

Alexandra Davis - Lien Collections Enforcement

Maria Clavijo-Bastian - Administrative Secretary, Environmental

Oria Moreta - Executive Secretary, Engineering

Sophia Janvier - Waste Service Clerk 2, Accounting



*Some members of the team that helped complete the Department's Governor's Sterling Award application.*

### Recycling Savings!

**Miami-Dade's recycling efforts helped save the following:**

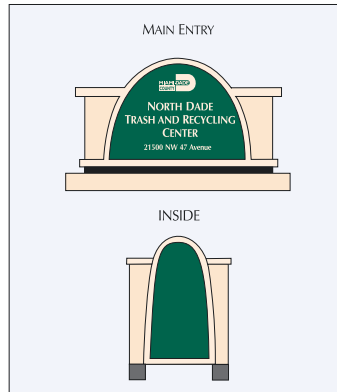
- 122,532 mature trees
- 47.8 million kilowatt hours of electricity
- 47,758 cubic yards of landfill airspace
- 23,318 barrels of oil

- 65.8 million gallons of water
- Additionally, the County helped avoid the release of 17,239 metric tons of greenhouse gas emissions and the County's waste-to-energy facility generated 3.9 million kilowatt hours of electricity from waste

## New Year, New Signs, New Look at DSWM Facilities

How important are first impressions? In a previous issue of Solid Waste Works, Department Director Kathleen Woods-Richardson tells the story of how a college professor perceives that aircraft maintenance is probably sloppy if the appearance of an airline's employees and the interior of its airplanes are sloppy as well.

That example supports the idea that people's perceptions are greatly influenced by their first encounter with a person or agency. To that end, DSWM has initiated efforts to give our facilities a facelift.



*New and improved signage will greet facility customers.*

The project includes painting facility guard houses, sprucing up landscaping, mending fences, and designing and installing new signage. To get started, employees have already cleaned up sign clutter from some of the Department's facilities.

New entry signs are already being built for all of the Department's facilities and a big push is on to get them installed in time for the Sterling Examiners' visit in March. Although this beautification project was in the works prior to submitting our Sterling Award application, it won't hurt to put the Department's best foot forward in time for the Examiners' site visit.

## Happy Anniversary, Earth Day

April 22, 2010 marks the 40th anniversary of the first Earth Day celebration. Founded by then U.S. Senator Gaylord Nelson, Earth Day 1970 was designed to raise awareness of the fragility of our environment and encourage Americans to protect and conserve our precious natural resources. Today, Earth Day is more than just a one-day celebration. We're encouraged to think of every day as Earth Day and to consider the simple, everyday steps that we can take to "go green" and protect the planet.

In celebration of this milestone anniversary and to increase citizen awareness of our community's environmental programs, Miami-Dade County is hosting two major events:

- **DERM's Baynanza on April 17th at the Deering Estate** – Our Department will provide literature on our environmental programs and distribute promotional items. Want to participate in the cleanup along Biscayne Bay? Visit the DERM website at [www.miamidadegov/derm](http://www.miamidadegov/derm).

- **Miami-Dade County's Earth Day Celebration on April 20 at the Stephen P. Clark Center Building** – Solid Waste will join dozens of County Departments and environmental agencies as we promote our environmental programs. The event will include vehicles from the County's hybrid fleet and environmental displays and demonstrations. We'll showcase our curbside recycling, home chemical management and future landfill gas conversion project.

## The DSWM Mission Statement: What's Your Place In It?

It's just 27 words. But by definition, the DSWM Mission Statement guides everything our employees do each day.

So where do you fit in to the DSWM Mission Statement? With the Sterling Examiners just weeks away from visiting, it's more important than ever that you know the answer to this question.

Sometimes, it's easy to get caught up in the day-to-day responsibilities of your job. The Department's Mission Statement can give you more of a big picture view of what you

### DSWM Mission Statement

*To provide our customers with exceptional waste collection, recycling and disposal services that protect, preserve and improve our environment and the quality of life in our community.*

do. That's why, even without a visit from the Sterling folks, it's important for you to know what role you play in the Department, related to the Mission Statement.

Depending on your job at DSWM, how your job ties in to the DSWM Mission Statement might be obvious. If it's not, dedicate a few moments to thinking about it. You'll gain a greater appreciation not only for what the Department is tasked with doing, but also for how you contribute every day to making Miami-Dade a better place.

## Happy (and Successful) New Year

Holidays can often be a challenge at DSWM, since operations usually only takes off three holidays every year. This past New Year's Day, January 1st, was no exception.

But as usual, the Department shined and through hard work and the commitment to serve our customers, DSWM Collections and Disposal staff and management teamed up to ensure another successful holiday.

A special "thanks for a job well done" to those who made sure the job was done—and done right—New Year's Day.

## DSWM Remembers Dr. Martin Luther King, Jr.

DSWM employees participated in three parades this year honoring Dr. Martin Luther King, Jr.

On Saturday, January 16th, West Perrine held its annual parade in the morning while Homestead and Florida City joined forces in the afternoon to pay tribute to the late civil rights leader, who would have turned 81 this year. DSWM employees marched and rode in several Department



DSWM trucks at the Dr. Martin Luther King, Jr. Day Parade in Liberty City.

vehicles draped with banners celebrating the life and work of Dr. King.

The big Liberty City parade took place Monday, January 18th, with several DSWM staff members taking part. Many residents enjoyed the parade, lining the streets to watch the marching bands and floats passing by.

## Suggestion from a Resident: "Kissing" Carts Sticker

It's a big headache for waste collection truck drivers who see it every day: EZGo waste carts placed next to a recycling cart—so-called "kissing" carts—or other obstacles.

When carts are placed too close to one another or next to a mailbox or car, the automated truck's hydraulic arm can't pick up the cart to empty it. Long-time Miami-Dade resident and DSWM customer David

Weston noticed this problem in his own neighborhood.

"What I was seeing was how diligent people were, lining up their carts on the street," Mr. Weston said. But he realized that when his neighbors placed their



The trilingual sticker created as a result of Mr. Weston's suggestion.

carts too close to each other, the DSWM driver had to "exit the vehicle to move the carts." He added, "I felt bad for the driver. It's tough work."

Especially, as Mr. Weston noted, when a driver has to get out of his truck to reposition carts numerous times on his route. So in an e-mail, Mr. Weston offered the Department a terrific solution: "Why not place stickers on the back of the [carts] where the homeowners can see it that advises ALL [carts] must be 5 feet apart."

His idea was so good the Department actually implemented it. The stickers were designed, printed and distributed to customers with the annual recycling packages mailed in December.

County agencies work better when citizens who care about their community present ideas and solutions to everyday problems. Mr. Weston offers a great example of the good that can come about when citizens get involved.



Delivering Excellence Every Day



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Dr. Martin Luther King, Jr. Office Plaza, 2525 N.W. 62nd Street, Suite 5100, Miami, FL 33147 • Switchboard (305) 514-6666 • Customer Service 3-1-1 • [www.miamidade.gov/dswm](http://www.miamidade.gov/dswm)

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Administration

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Senior Division Director  
Public Information &  
Outreach Division

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