

# Solid Waste Updates, WRRMA & SWRMP

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City Council Work Session

September 9, 2019



# Desired Outcomes

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## For tonight's work session and the coming weeks

- Provide detail and background to City Council of recent, major efforts related to the City's solid waste programs
  - Washtenaw Regional Resource Management Authority (WRRMA)
  - City's Solid Waste Resources Management Plan (SWRMP)
- Gain understanding of City Council's initial thoughts and reactions to WRRMA membership and the SWRMP's recommendations
- Gain City Council input to take back to the Environmental Commission to obtain closure on the Solid Waste Resources Management Plan and move to implementation



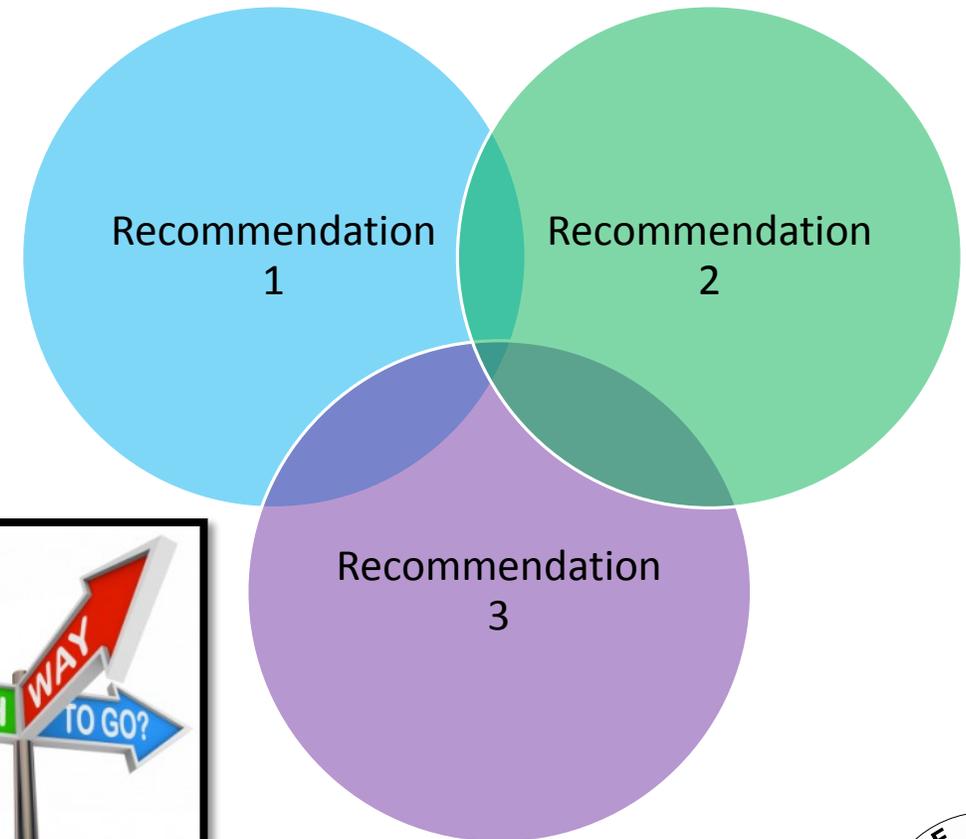
# Need for Direction

## Interrelatedness of Recommendations

- Recommendations in the SWRMP are not an “ala carte” menu of options
- Implementing certain recommendations are contingent upon other recommendations being implemented
  - City staffed functions/roles vs. contracted services
  - Costs to implement vs. savings/revenues of recommendations

## Timing need for direction

- Contracts extended until after completion of the SWRMP will be expiring 6/30/20 (additional 1-yr option if necessary)
  - MRF Operations/Recyclables Processing
  - Recycling Cart Collections
  - Franchise Trash Collections
- Equipment purchases based on services to be delivered have extreme lead times (~ 9+ months)



# Tonight's Topics

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## Washtenaw Regional Resource Management Authority (WRRMA)

- Background and Formation
- Status
- Questions/Discussion on WRRMA

## Solid Waste Resources Management Plan (SWRMP)

- Overview & Process
- Recommendations

## Other Activities

- Expiring Contracts
- Staffing

## Questions/Discussion



# WRRMA

## Background & Formation

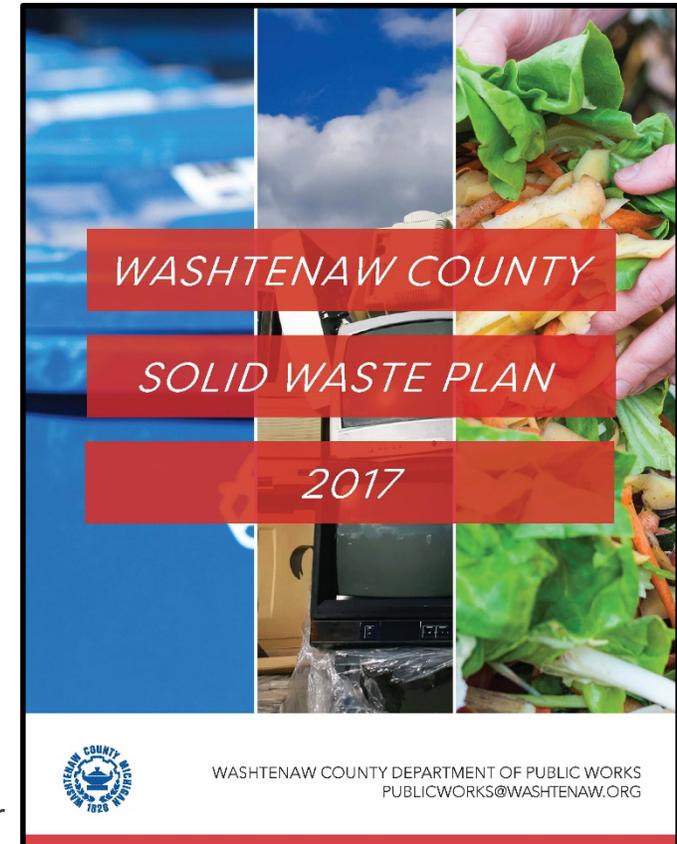
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# County Solid Waste Plan Amendment

## Washtenaw County Solid Waste Plan Amendment Process

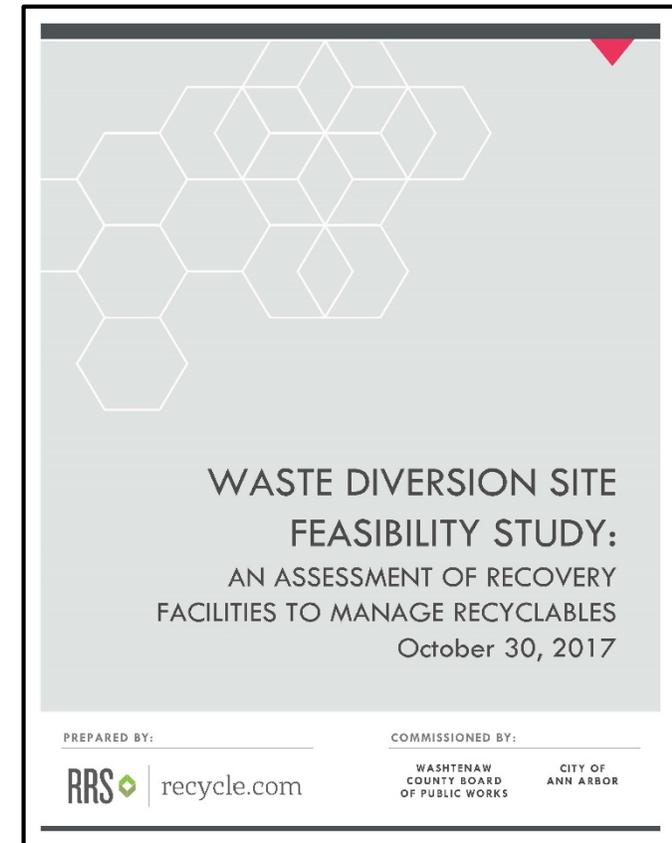
- Each county required by the State to have a solid waste management plan
- Washtenaw County's last plan completed in 1999
- Washtenaw County Solid Waste Planning Committee appointed August, 2015
  - City staff member participated representing local municipalities
- Amendment completed Fall, 2017
- Guiding Principals include ***Coordination and Collaboration***
  - *“Working together can have a greater impact and cost benefit than an individual community pursuing programs on their own. Regional efforts and collaboration should occur to benefit as many users as possible.”*
- Goals of the Plan include:
  - #3 – *Develop, support and monitor comprehensive education, outreach, and feedback programs to achieve the goals of this Plan*
  - #5 - *“Operate collaboratively within the County and regionally outside of the County for a comprehensive sustainable materials management strategy.”*



# Parallel Study on Waste Diversion Facilities in the County

## ***Waste Diversion Site Feasibility Study: An Assessment of Recovery Facilities to Manage Recyclables***

- Early 2016 the County contracted with RRS to perform this study
- City participated in study development
- Completed October, 2017
- Examined system of drop-off recycling facilities and opportunities in the County, including replacement of existing City Drop-Off Station at 2950 East Ellsworth Road
  - Operating as regional facility; 53% of users from outside of the City
  - Replacement costs estimated at approximately \$4.8 million
- Study approach for funding proposed improvements is through Washtenaw County and a consortium of local units of government



# Examination of Regional Cooperation Options

## Discussions and examination of regional options

- County contracted with RRS for Regional Authority Study
  - Completed March, 2018
- Washtenaw County Public Works initiated stakeholder discussions in August, 2017
  - 31 attendees
  - 10 municipalities (including AA); authority (WWRA); and, institutions (WISD, U-M)
- County hosted “Recycle 101” Session by Advanced Disposal in September, 2017
  - 17 attendees
  - 7 municipalities; authority (WWRA); and, institution (U-M)
- County hosted 2-day stakeholder meetings/interviews January 17-18, 2018
  - To gather input on local feasibility, public acceptance or resistance, and potential for County-wide adoption of regional options
  - 30 attendees
  - 11 municipalities (including AA); authority (WWRA); institutions (U-M); and non-profits and service providers

**TALK ABOUT YOUR TRASH**

**Washtenaw County Regional Recycling Stakeholder Discussion**

**AUGUST 2, 2017**  
11:30am - 1:30pm (Lunch provided)  
Washtenaw County Learning Resource Center (LRC) Superior Room  
4135 Washtenaw Avenue  
Ann Arbor, MI 48108

Please join us to explore how regional cooperation could provide an opportunity for a more comprehensive recycling system!

- ➔ INCREASE WASTE DIVERSION
- ➔ GAIN OPERATIONAL EFFICIENCIES
- ➔ REDUCE COSTS

**WHO SHOULD ATTEND**

- Chief Elected Officials
- Senior/Chief Administrative Staff
- Key support staff also welcome

**DESIRED MEETING OUTCOMES**

- Greater understanding of current concerns/issues with current waste and recycling collection
- Residential (single-family & multi-family) and business service areas
- Interest in regional collaboration
- Discussion with potential partners/stakeholders
- Next steps

**RSVP**  
<https://www.surveymonkey.com/r/RegionalRecycle>

**QUESTIONS?** ➔ ➔ ➔

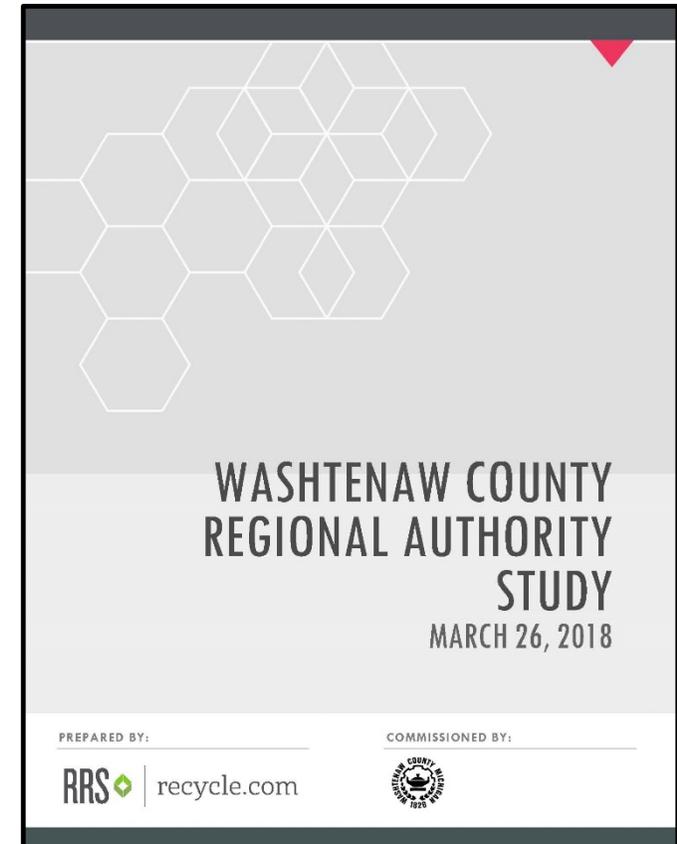
Meghan Bonfiglio  
bonfigliom@ewashtenaw.org  
734-222-6860



# Washtenaw County Regional Authority Study

## Study Findings

- Foundation to explore regional, cooperative approaches to increase diversion County-wide and improve services
  - County Solid Waste Management Plan
  - Status of City's Material Recovery Facility (MRF), which stopped as processing facility July, 2016
- Advantages to regional, cooperative approaches:
  - Service standardization
  - Increased County-wide recycling participation
  - Possible County-wide cost-sharing
  - Coordinated County-wide public education system
  - Systems-based regional MRF operations
- 3 tiers of recommendations for regional approach
  - Tier 1: County Coordinated Technical Assistance & Education Outreach
  - Tier 2: Convenience Recycling Drop-Off Centers & HHW Drop-Off Collection Expansion
    - Endorse recommendations of 10/2017 study
  - Tier 3: Permanent Material Recovery Facility (MRF)



# Regional Authority Formation

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## Authority Formation Committee

- Initiated and facilitated by Washtenaw County Public Works
- Meetings held from June, 2018 through November, 2018
- Eight jurisdictions participated

City of Ann Arbor	Ann Arbor Township	City of Dexter	Pittsfield Township
City of Saline	Scio Township	City of Ypsilanti	Ypsilanti Township

- Authority formation discussions based on P.A. 179 of 1947
  - Members must be municipalities
  - Institutions and others can be customers and/or participate with the Authority, but cannot be voting members



# Regional Authority Formation

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## Committee's discussions on potential initial efforts include:

- Education and outreach
  - Common, consistent recyclables across member communities
  - Improved quality and quantity of recyclables
- Data and metrics for member communities and Authority as a whole
  - Create common accepted system
  - Gather baseline data and ongoing tracking of materials
- Work on member communities becoming attractive for recycling processing contractor
  - Providers of high quality and high quantity recyclable materials
  - Contract collaboratively or through the Authority for recyclables processing
- Future potential of shared collections contracting



# WRRMA Status

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# WRRMA Status

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**Authority Formation Committee developed *Articles of Incorporation* for regional authority**

- Washtenaw Regional Resource Management Authority (WRRMA)
- Presented to Boards and Councils for action on acceptance January – April, 2019
- Seven of the eight municipalities adopted the Articles of Incorporation and decided to join WRRMA

<b>Ann Arbor Township</b>	<b>City of Dexter</b>	<b>Pittsfield Township</b>	<b>City of Saline</b>
<b>Scio Township</b>	<b>City of Ypsilanti</b>	<b>Ypsilanti Township</b>	



# WRRMA Status

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## Establishment of WRRMA Authority

- Representatives of the seven initial members met on July 11, 2019
  - City staff member (Cresson Sloten) attended and updated the group on City's tabling of WRRMA resolution and status of SWRMP
  - Representatives decided to move ahead with necessary steps to officially form WRRMA
- 1<sup>st</sup> official WRRMA Board Meeting scheduled for September 23, 2019
- The City can still decide to join WRRMA, but now must ask to join the Authority
  - WRRMA Board must agree to amend the Articles of Incorporation to add City of Ann Arbor as a member
  - All of the boards/councils of the seven current WRRMA member communities must also approve the amendment adding the City of Ann Arbor as a member
- Staff and the Environmental Commission recommend that the City seek to join WRRMA to gain the benefits of working cooperatively noted earlier



# Questions/Discussion

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# SWRMP Overview & Process

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# SWRMP - Overview

## Roadmap for Ann Arbor's resource management for the next 5 years and beyond

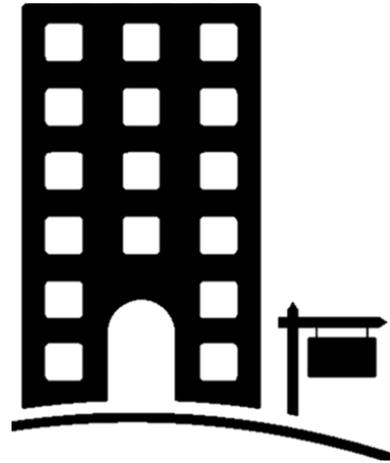
- Comprehensive look at current and future programs
- Cost of service analysis
- Peer community benchmarking
- Robust public engagement
- Options and recommendations





**SINGLE-FAMILY  
RESIDENTIAL**

- Trash: City 
- Recycling: RAA 
- Compost: City 



**MULTI-FAMILY  
RESIDENTIAL**

- Trash: City or WM 
- Recycling: RAA or City 
- Compost: (Not offered)



**BUSINESSES &  
INSTITUTIONS**

- Trash: City or WM 
- Recycling: RAA or City 
- Compost: (Not offered)



**POST-COLLECTION**

**Trash**  
Advanced Disposal



**Recycling**  
RAA / Rumpke



**Compost**  
WeCare Denali



# What are the Goals of the SWRMP?

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## 2019-2023 SWRMP objective:

- Strategic approach to provide effective solid waste area services and programs to the community that meet the needs and desires of the community in a financially sustainable manner

## Goals established in the 2013 Solid Waste Resource Plan based on the City's Zero Waste goal and incorporated in City's Sustainability Framework

- Goals continue to be relevant as broad planning targets and may be retained in the Sustainability Framework
- The 2019-2023 SWRMP provides technical, strategic direction to further the implementation of services and programs towards the previously stated goals



# Topics for the SWRMP to Address

## Opportunities to increase diversion

- Organics expansion
- Multi-family recycling
- Specialty programs, e.g., textiles recycling
- Education and outreach

## Functional and operational elements

- Downtown/alley services
- Fats/oils/grease (FOG) management
- Customer service and enforcement

## Service delivery

- Service providers and contract administration
- Cost of service and funding sources
- Regional options



# What was produced?

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## Financial model

- Based on FY2018 actual costs and projections through FY2024
- Baseline (current) conditions
- Alternate scenarios for cost-impacting recommendations

## Comprehensive recommendations - 24 in total

- Service improvement or expansion - 21 recommendations in 5 focus areas
- Funding - 3 recommendations



# Comprehensive Public Engagement

## Stakeholder interviews - July-September 2018

- 33 interviews with diverse range of stakeholders and participants in City's solid waste resources management

## Focus group - September 2018

- 16 participants representing downtown perspectives

## Resident survey - March 2019

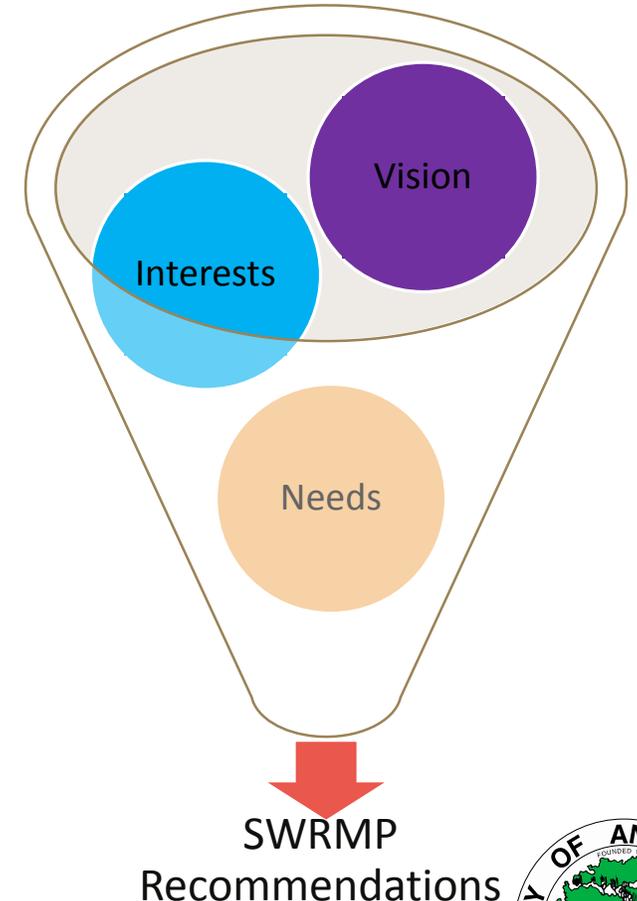
- 400 responses from representative sample of City resident population

## Advisory committee - November 2018 - August 2019

- 5 meetings
- 60+ unique participants, representing 30+ organizations / residents

## Unofficial / informal discussions with stakeholders - over course of project

- Downtown service options and service delivery structure
- Draft recommendations



## STRENGTHS

<p><b>Residential Composting</b></p> <ul style="list-style-type: none"> <li>* Food waste inclusion makes Ann Arbor a leader</li> <li>* Compost cart pilot is increasing awareness</li> </ul>	<p><b>Zero Waste Vision</b></p> <ul style="list-style-type: none"> <li>* Powerful, part of culture</li> </ul>
<p><b>Recycling</b></p> <ul style="list-style-type: none"> <li>* Opportunities are robust</li> <li>* Many materials are accepted</li> <li>* Service is universally available to residents and businesses</li> </ul>	<p><b>Contracts</b></p> <ul style="list-style-type: none"> <li>* Newer transfer and disposal and composting contracts are streamlined / easier to manage</li> </ul>
<p><b>Consistency</b></p> <ul style="list-style-type: none"> <li>* City establishes and maintains programs - hasn't cut anything</li> <li>* A lot of public goodwill / support of programs</li> <li>* Valuable to develop and update / maintain solid waste plans</li> </ul>	<p><b>Customer Service</b></p> <ul style="list-style-type: none"> <li>* See / Click / Fix app is much appreciated</li> </ul>

## WEAKNESSES

<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>* Ann Arbor no longer a national leader in programs / diversion</li> </ul>	<p><b>Contracts</b></p> <ul style="list-style-type: none"> <li>* Services overlap</li> <li>* Older contracts are difficult to manage, need to be updated and streamlined</li> </ul>
<p><b>Apartment Services</b></p> <ul style="list-style-type: none"> <li>* Lost higher level of service during peak move-out periods</li> <li>* Tenants use any available dumpster at expense of owners ("trash wilding") or dump illegally</li> </ul>	<p><b>Customer Service</b></p> <ul style="list-style-type: none"> <li>* Difficult to know where to go to get answers</li> <li>* City culture is not service-oriented, departments are like silos (pervasive - not just in solid waste)</li> <li>* Service exceptions / special services for individual customers make service inconsistent - standardize services</li> <li>* City Solid Resource function not structured for high performance</li> <li>* Loss of China market causing significant disruption in recycling business</li> </ul>
<p><b>Downtown</b></p> <ul style="list-style-type: none"> <li>* Residents are second class compared to those in neighborhoods</li> <li>* Trash / recycling pickups are irregular or missed</li> <li>* Overflow and illegal dumping difficult to get collected</li> </ul>	

## OPPORTUNITIES

<p><b>Zero Waste</b></p> <ul style="list-style-type: none"> <li>* Strengthen commitment to goal</li> <li>* Incentivize behavior</li> <li>* Plan / conduct Zero Waste events</li> <li>* U of M / City partnership</li> <li>* More emphasis on waste reduction before reuse and recycling</li> </ul>	<p><b>Downtown</b></p> <ul style="list-style-type: none"> <li>* Earlier collection</li> <li>* Saturday cardboard collection</li> <li>* Sunday pickups</li> <li>* Snow removal coordination</li> <li>* Add service and small fee to clean the alleys after collection</li> </ul>
<p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>* City / U of M programs standardization and shared promotion / education</li> <li>* Washtenaw County Plan implementation</li> <li>* Encourage areas outside City limits to have same level of service as in the City (e.g. business recycling lacking in Pittsfield Twp.)</li> </ul>	<p><b>Composting</b></p> <ul style="list-style-type: none"> <li>* Multi-family service</li> <li>* Year-round service</li> <li>* Commercial service</li> </ul>
<p><b>Move-Out Services</b></p> <ul style="list-style-type: none"> <li>* Reuse collections / swap shop option</li> <li>* Higher service levels to rentals during peak</li> </ul>	<p><b>Communication and Outreach</b></p> <ul style="list-style-type: none"> <li>* Open houses about plan / programs / services</li> <li>* Clearer documentation on standards, policies, and ordinances</li> </ul>
<p><b>Regionalization</b></p> <ul style="list-style-type: none"> <li>* Partner in Washtenaw County Regionalization initiative</li> </ul>	

## NEEDS

<p><b>Infrastructure / Equipment</b></p> <ul style="list-style-type: none"> <li>* MRF, local recycling processing</li> <li>* New collection trucks</li> <li>* Route optimization</li> <li>* Incorporate in-cab GPS routing and collection issue recording / photographing tools</li> </ul>	<p><b>Education</b></p> <ul style="list-style-type: none"> <li>* Better "do this / do that" direction on website</li> <li>* Staff to provide outreach / outward-facing staff lost through restructurings and retirements</li> </ul>
<p><b>Programs</b></p> <ul style="list-style-type: none"> <li>* Convenient drop-offs</li> <li>* E-waste</li> <li>* Bulky waste collection</li> </ul>	<p><b>Implementation</b></p> <ul style="list-style-type: none"> <li>* A clear strategy to implement this plan</li> <li>* Commercial recycling ordinance not enforced</li> <li>* Strategy / metrics to get higher diversion (like San Francisco's 70-80%)</li> </ul>
<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>* What is the fund balance?</li> <li>* Projections of future program costs and funding sustainability</li> <li>* Price services consistently</li> </ul>	<p><b>Strategic Focus / Expertise</b></p> <ul style="list-style-type: none"> <li>* Perception that City could use more Solid Resource staffing/expertise</li> <li>* Solid Waste Commission went away, would be a benefit to revive it</li> </ul>
<p><b>Customer Service</b></p> <ul style="list-style-type: none"> <li>* Implement across the board customer service process improvement focused on communication / customer satisfaction</li> <li>* Simplify service delivery / have one provider for a particular service type (e.g. recycling) throughout City so customers' issues are properly routed for remedy</li> </ul>	



# Scientific Resident Phone Survey

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**Survey fielded March 24<sup>th</sup> - 31<sup>st</sup>**

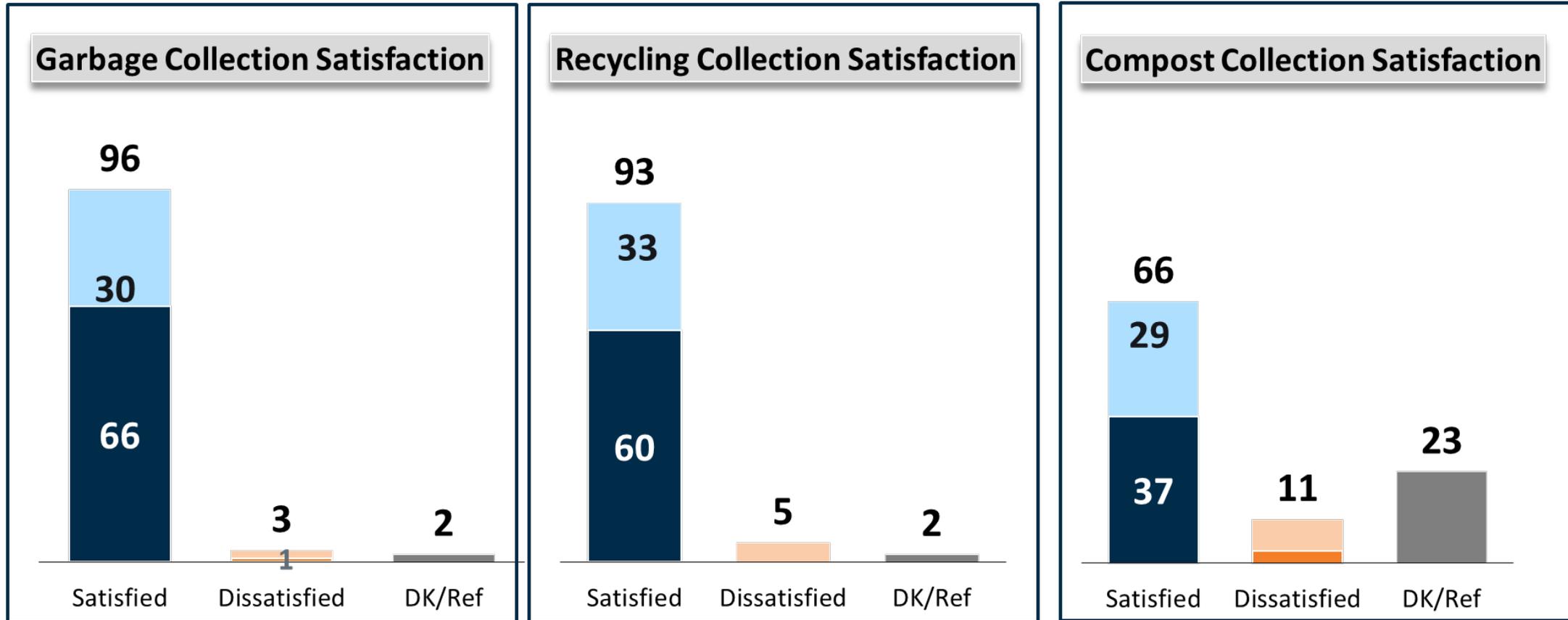
- 15 minute questionnaire
- 400 responses
- Margin of error =  $\pm 4.9\%$  at 95% confidence level

**Broad range of topics**

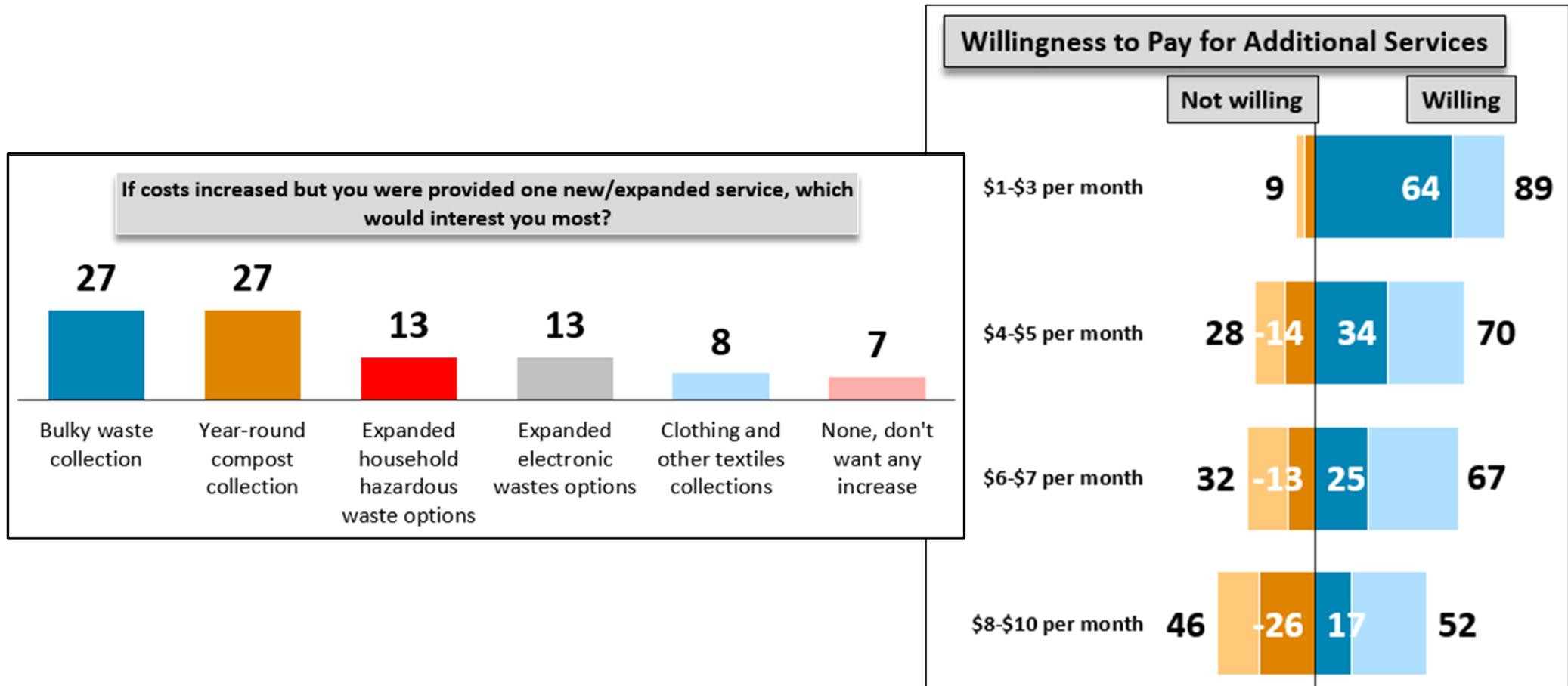
- Satisfaction with current services
- Recycling and compost practices
- Bulky item, e-waste, and HHW practices and needs
- Education needs and methods of receiving information
- Payment / funding options support



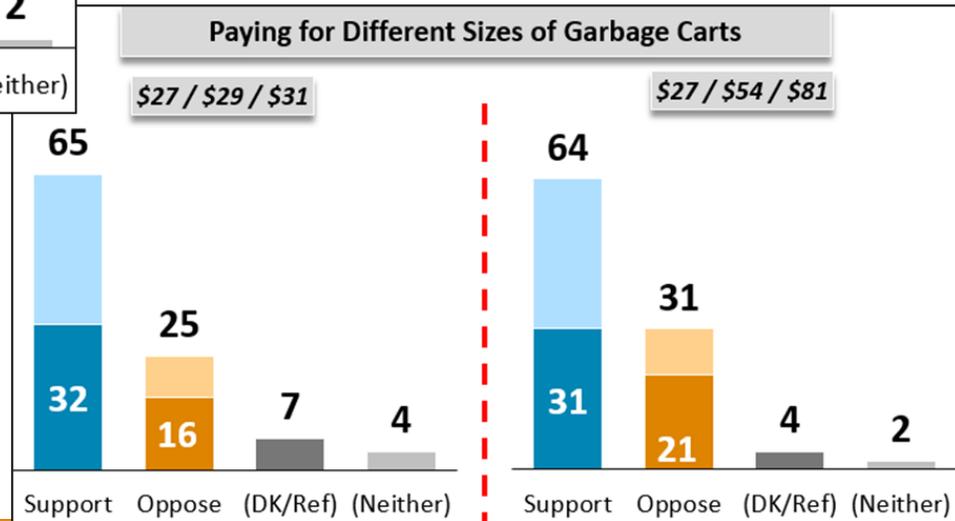
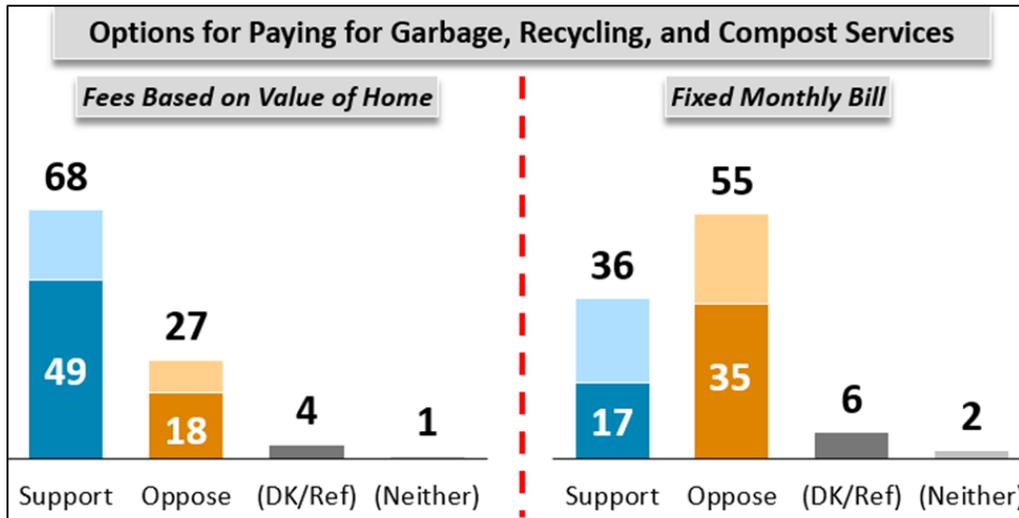
# Survey says...satisfaction is high



# Survey says...residents want additional services, and are willing to pay for them



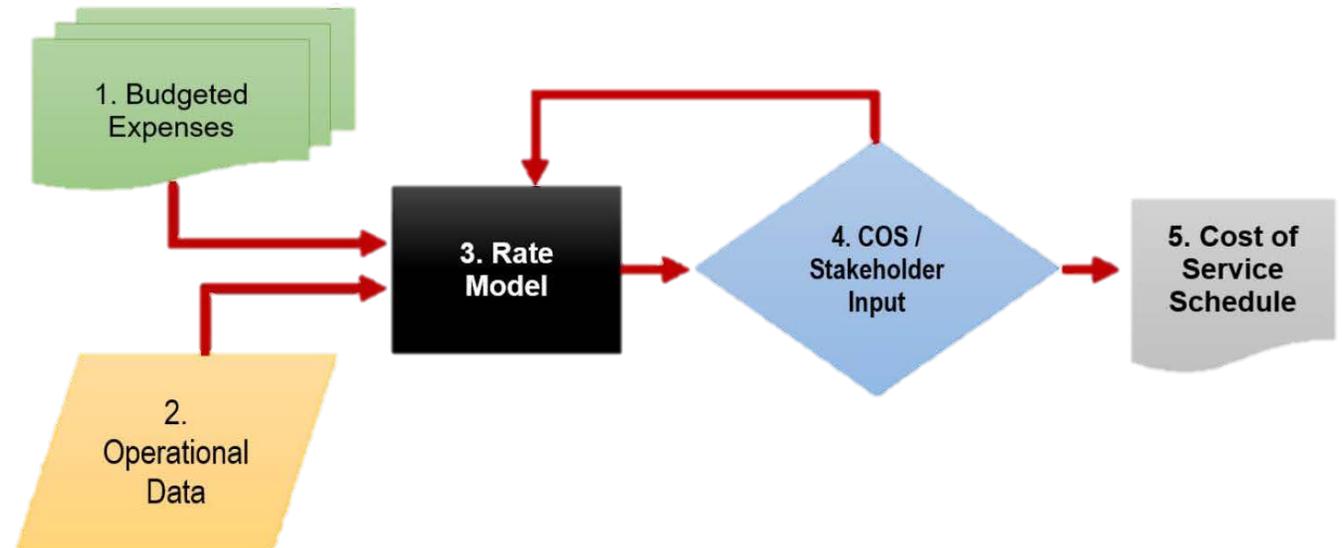
# Survey says...residents favor costs based on home value or garbage cart size



# Cost of Service Analysis & Financial Model

## What is it?

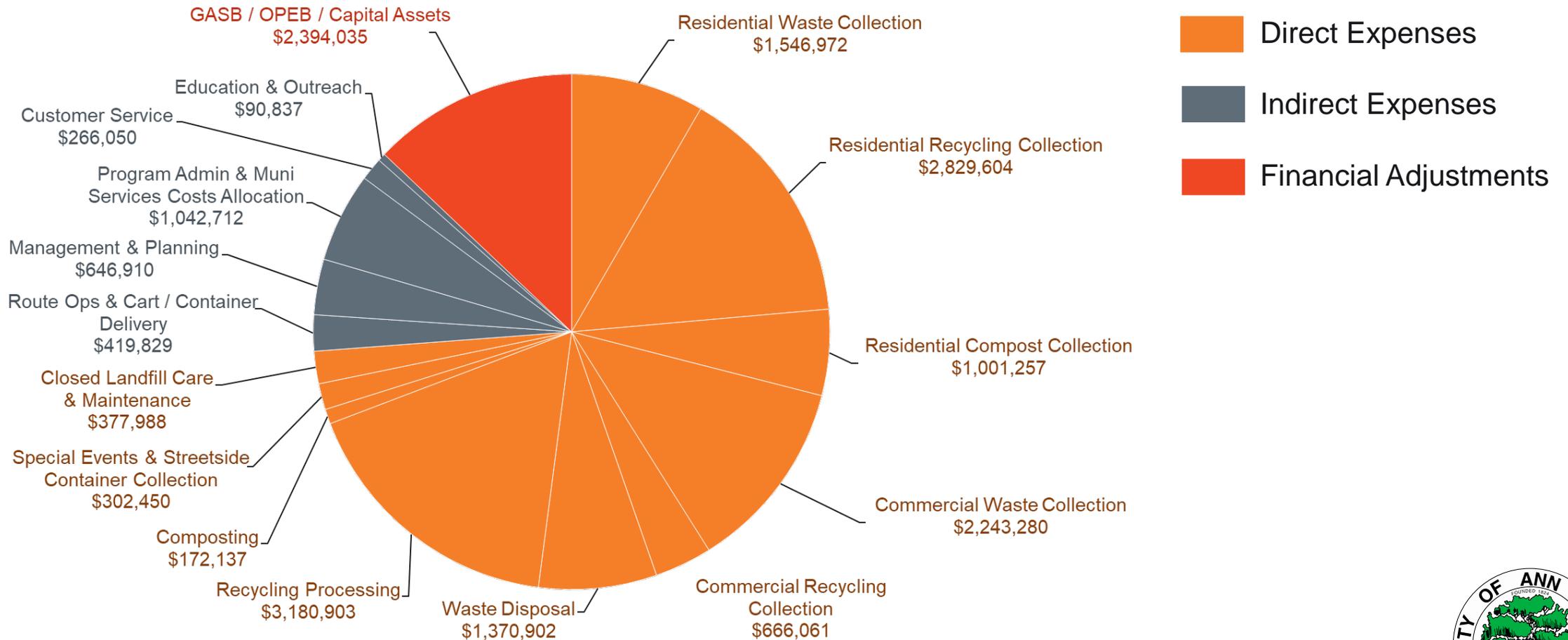
- Cost analysis by operating area (e.g., curbside residential trash, recycling collection, etc.)
- Identifies unit costs of services (e.g., \$/hh/month, \$/ton)



## Value of the analysis

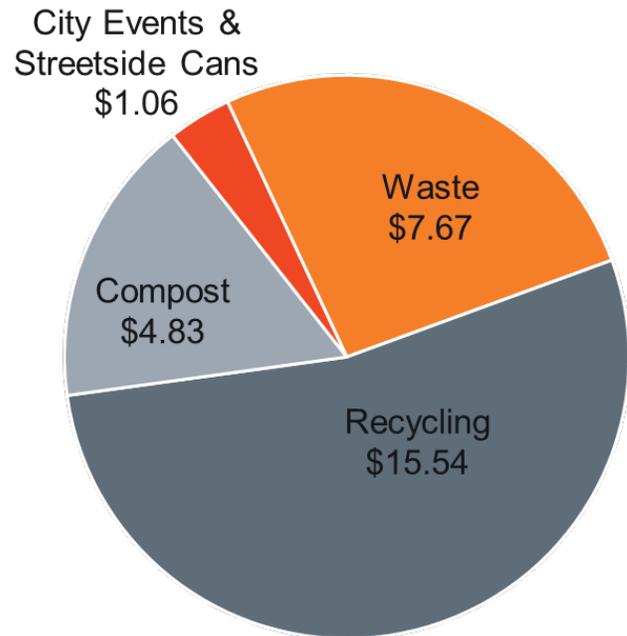
- Benchmark Ann Arbor's current costs against other communities
- Provides model to serve as a tool to quantify costs and identify funding needs for SWRMP options

# Cost of Service Analysis (FY18): Expenses



# Cost of Service Analysis (FY18): Residential Service

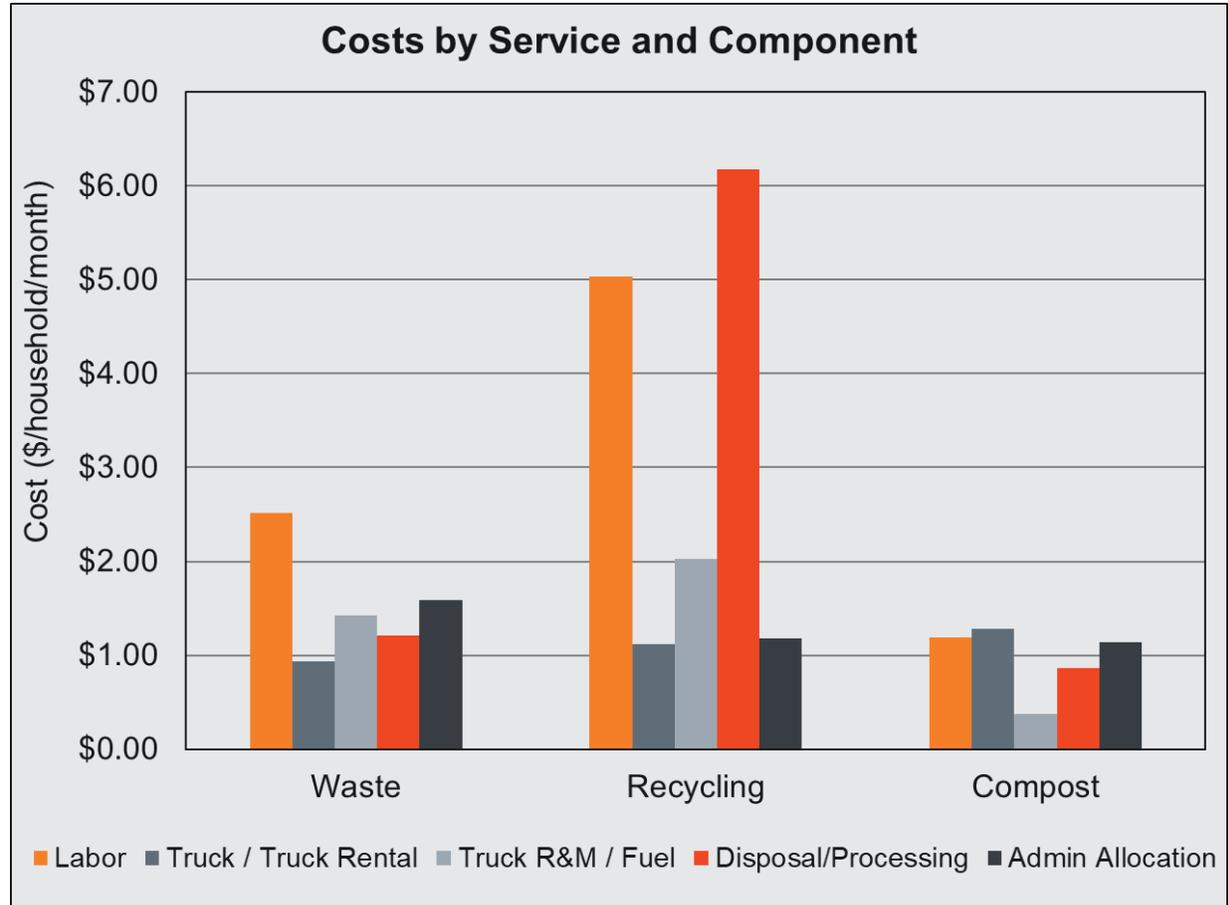
**Residential Cost of Service  
(\$/household/month)**



**Total = \$29.09/household/month**

Note: Subtotals above sum to \$29.10 due to rounding.

**Costs by Service and Component**



# Cost Savings: Residential Collection Comparison

## Current costs: RAA recycling cart collection contract

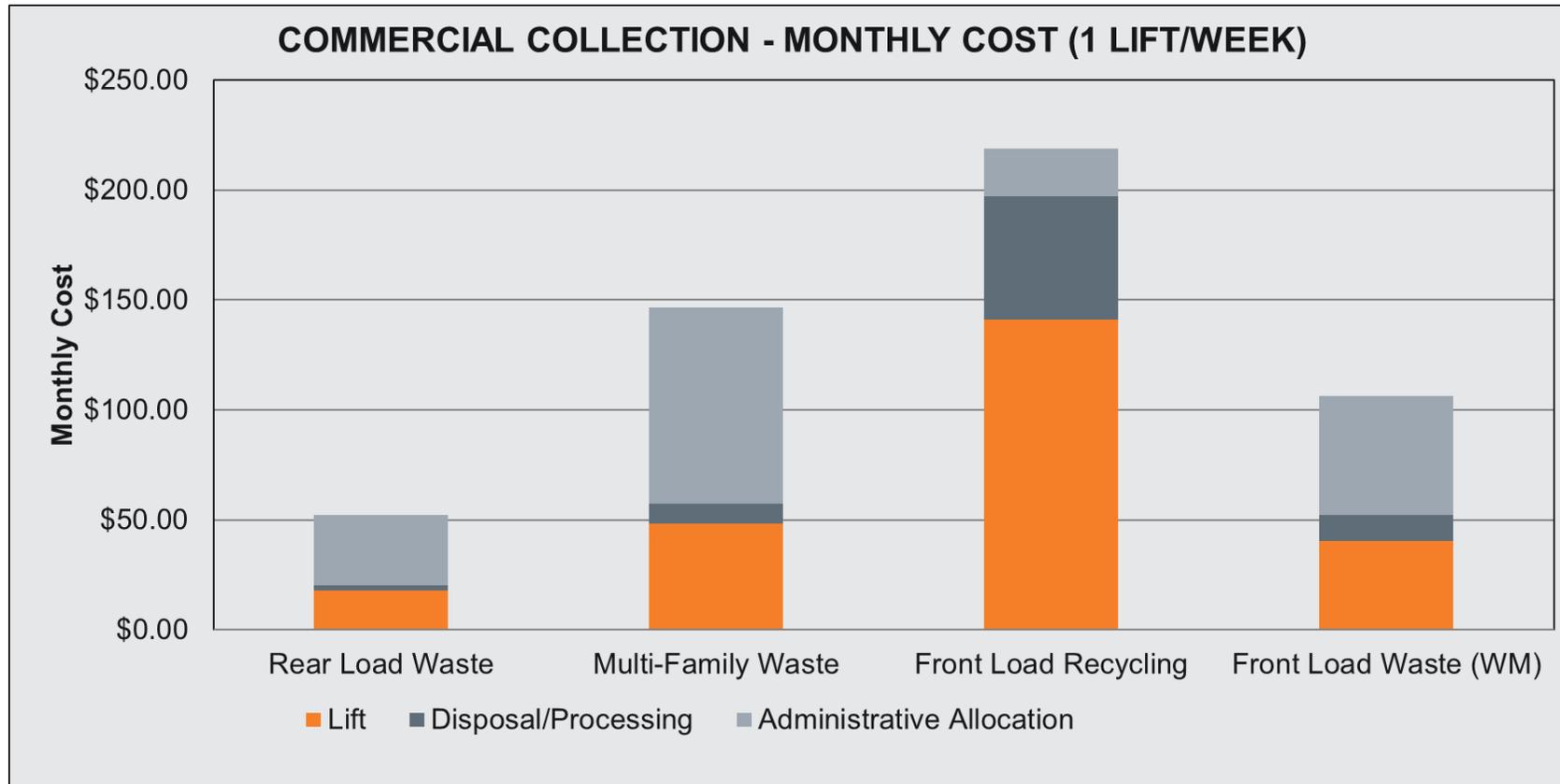
- RAA fee = collection labor (truck drivers, supervisors) + contract management (City invoicing, customer service)
- RAA fee based on contract rate:
  - Fee per cart + fee per ton collected
  - FY2018: \$4.00 + \$18.74/ton = **\$4.49/cart/month**
  - **City incurs additional costs for City's provision of all equipment, including carts, trucks, fuel, and maintenance / repairs (this is a very unique arrangement)**

## Future costs: City-performed recycling cart collection

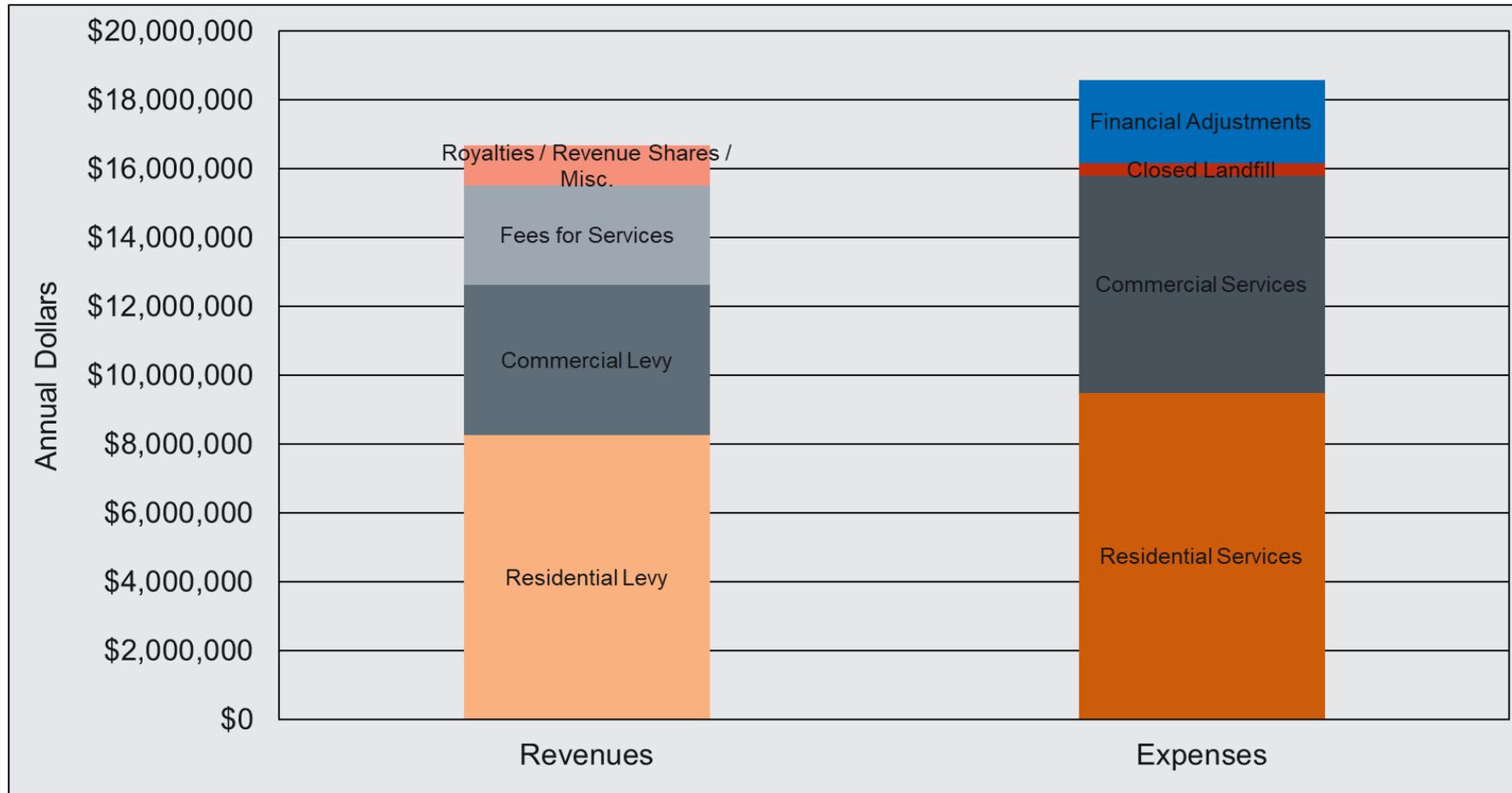
- Estimated City cost based on City unit costs for trash collection
  - Cart-based trash and recycling collection are identical operations in function and equipment
- City cost (FY2018): **\$2.44/cart/month** to perform current RAA services (collection labor)
  - Savings vs. RAA = **\$2.05/cart/month** (labor)
  - Cost savings may be greater; some multi-family / commercial properties with cart-based recycling may be converted to dumpsters, no estimate has been made of this savings



# Cost of Service Analysis (FY18): Commercial Service



# Cost of Service Analysis (FY18): Revenues & Expenses



# Cost of Service Analysis (FY18): Fund Balance

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## FY2018 operational revenue / expense summary

- Revenue = \$16,675,449
- Expense = \$16,157,889
- Revenues exceeded expenses by \$517,560 -> Fund operations surplus

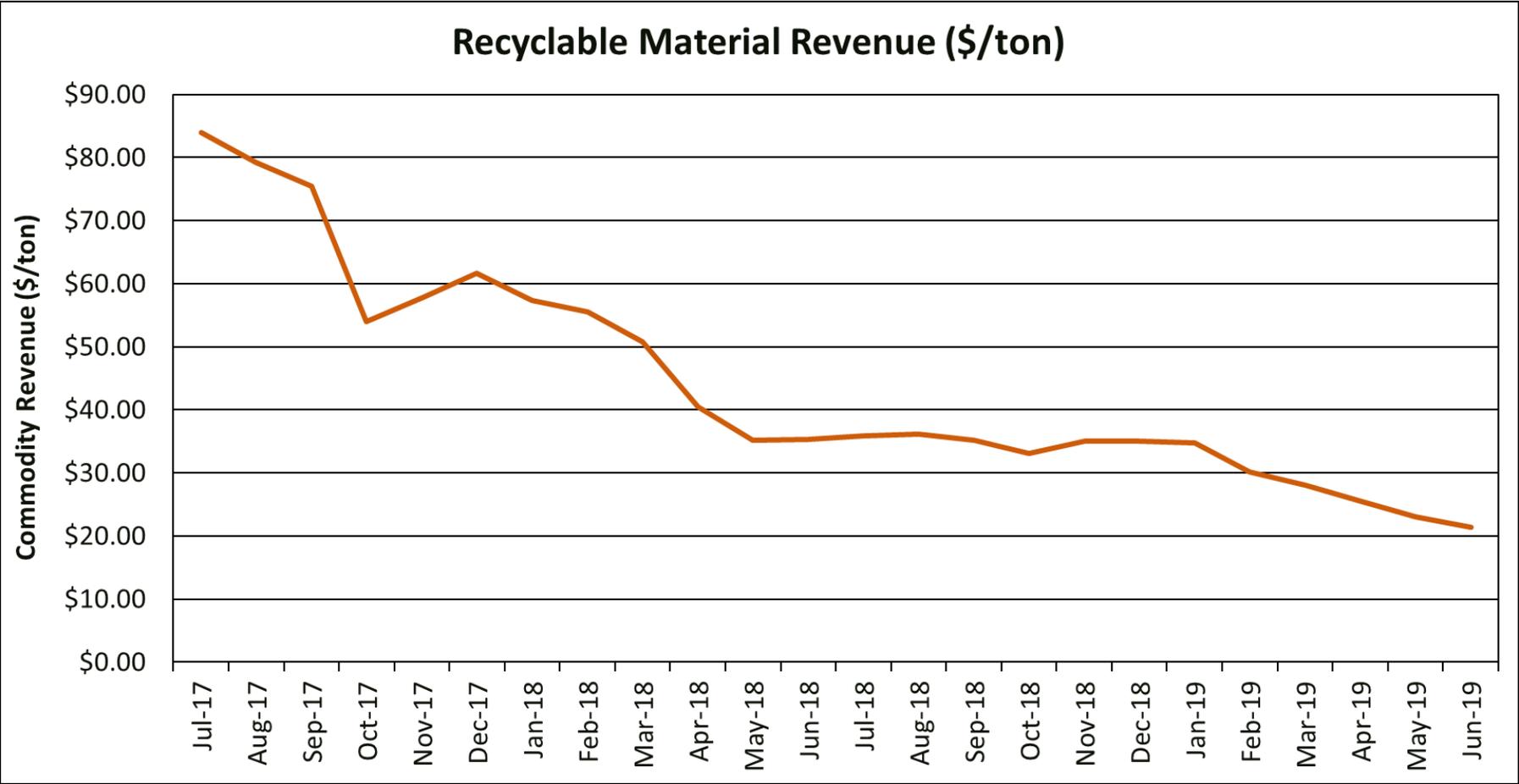
## FY2018 equity adjustments negatively impacted Fund balance

- Adjustments = **-\$2,394,035** (expense / negative impact to Fund)
- Adjustments are required for:
  - Pension (GASB) and retiree benefit (OPEB) funding
  - Landfill closure and post-closure care liability
  - Capital assets
  - GAAP requirements

**Fund balance declined \$1,876,475 during FY2018**



# City MRF and Recyclables Processing Revenues (FY18 & FY19)



# Peer Community Benchmarking

## High diversion communities

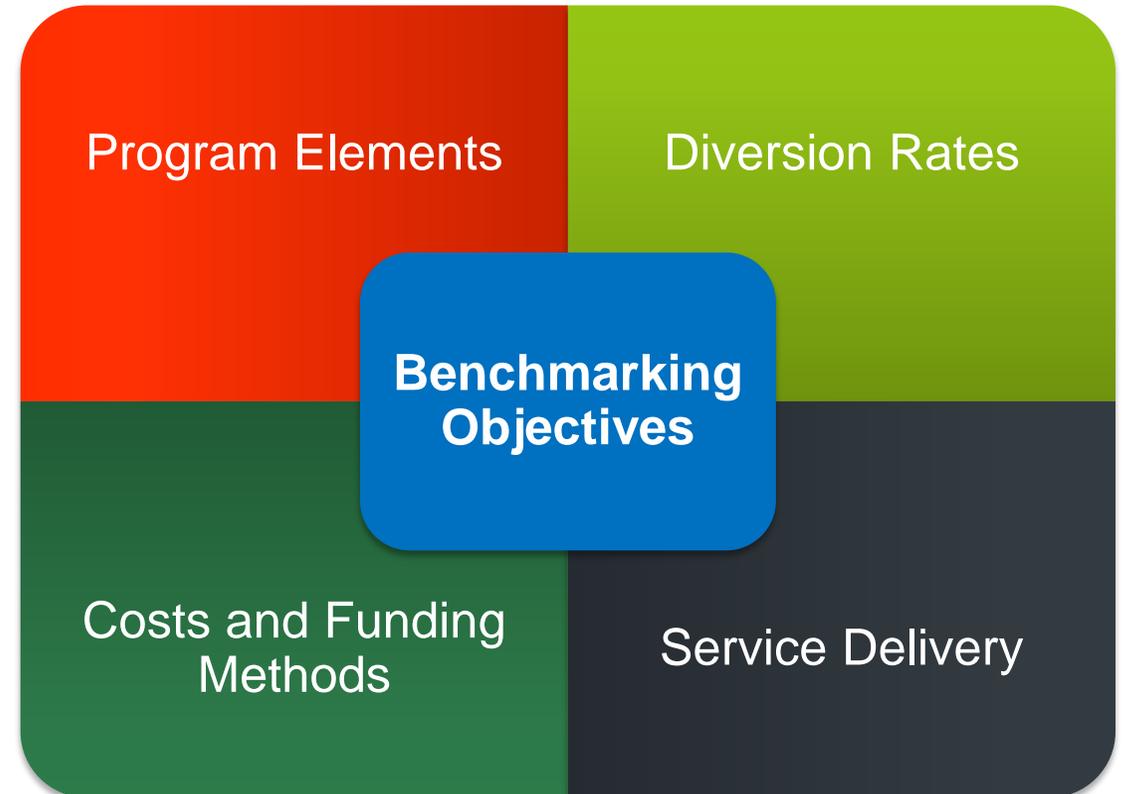
- Seattle, WA; San Francisco, CA; Portland, OR; Austin, TX

## Midwestern, university communities

- Lincoln, NE; Madison, WI; Lansing/East Lansing, MI; Columbus, OH

## Other Michigan communities

- Chelsea; Dearborn; Grand Rapids; Kalamazoo; Marquette; Saginaw



# SWRMP Recommendations

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# Broad Drivers for SWRMP Recommendations

## Residential sector

- Build on existing programs / services / infrastructure

## Commercial sector

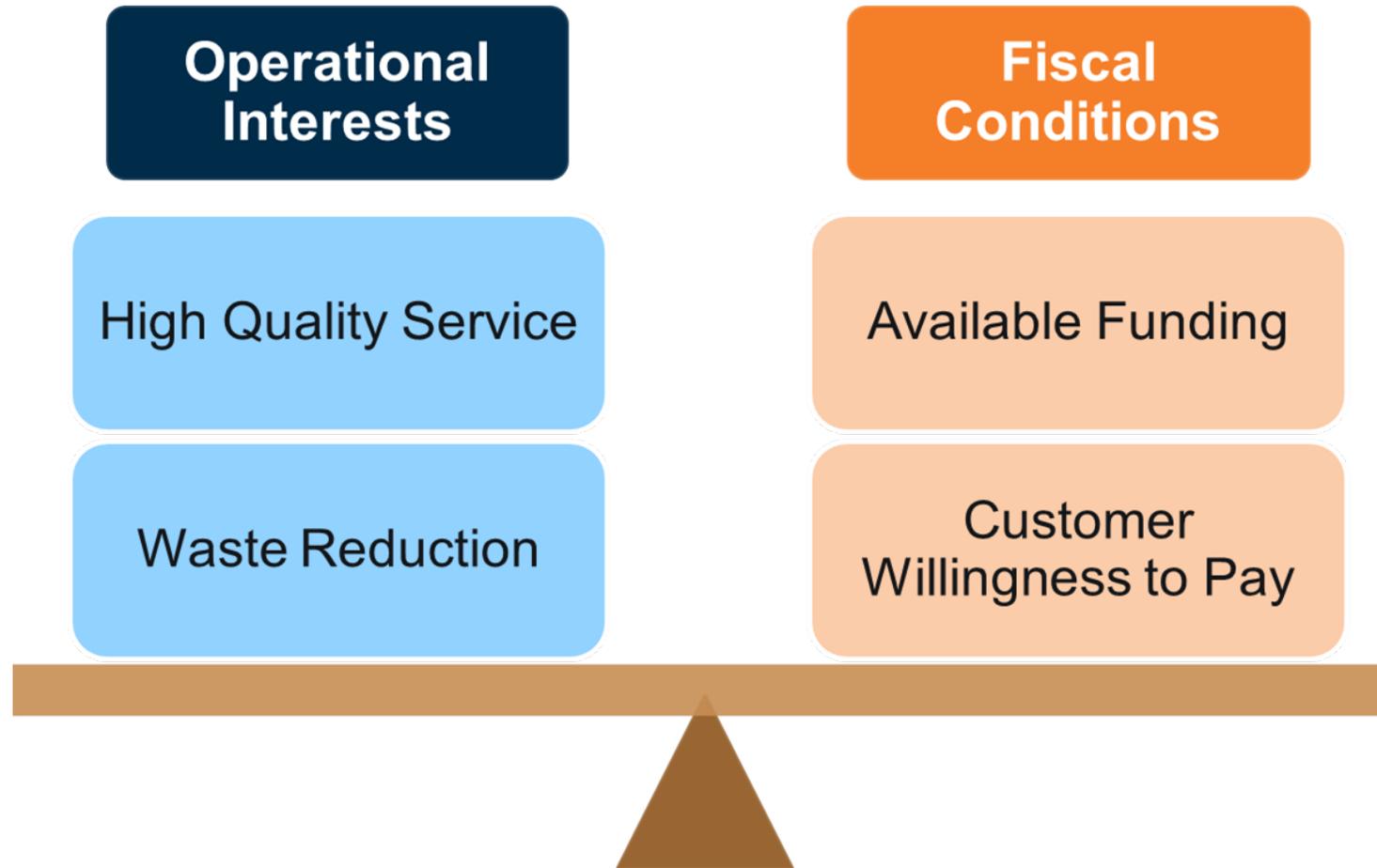
- Ensure all businesses are participating in trash and recycling collection in accordance with City ordinances
- Increase diversion, including through addition of services

## Downtown-area / alleys

- Improve conditions / alley appearance related to solid waste resources management



# SWRMP Implementation: Balancing Priorities



# Residential Recommendations

RESOURCE REQUIREMENTS AND IMPACTS					
Recommendation	Resource Requirements		Solid Waste Fund Direct Cost	Diversion (Incremental Tons)	GHG Emissions (MTCO <sub>2</sub> e)
	Staff	Equipment			
R.1. Year-Round Compost Collection	Change 2 schedules	+ 2 trucks (rent for 4 months)	\$147,000 \$0.47/hh/mo	110-274 \$540 - \$1,340 / ton	(61-176)
R.2. Curbside Textiles Collection	None	None	\$0; revenue potential \$500 - \$2,860	25-143	9-(71)
R.3. Bulky Item Collection	+ 2.5	+ 1 truck	\$380,000 \$1.20/hh/mo	0 tons	31
R.4 / R.5. E-Waste and HHW Collection	None	None	\$0	Up to 340 (100% recovery)	No change
R.6. Consolidated Residential Collection	+ 7 (less if some reassigned)	Replace 7 trucks	(\$775,000) (\$2.46/hh/mo)	No change	No change

Note: Costs stated in \$/hh/mo indicate the cost impact per household per month, based on 26,247 City-collected households.

PROPOSED IMPLEMENTATION SCHEDULE								
Recommendation	2020		2021		2022		2023	
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec
R.1. Year-Round Compost Collection								
R.2. Curbside Textiles Collection								
R.3. Bulky Item Collection								
R.4 / R.5. E-Waste and HHW Collection								
R.6. Consolidated Residential Collection								



# Rationale for Consolidated Residential Collection

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## Increases service efficiency

- More efficient for fleet, staffing, routing, customer service
- Addition of 4-7 route drivers provides greater flexibility in meeting solid waste staffing and operations demands
- Right-sizes services - particularly for multi-family properties best served with recycling dumpsters

## Consistent with service delivery in benchmark communities

- High diversion rate communities, including Madison, San Francisco and Seattle
- Zero Waste goal communities, including Austin and Boulder

## Creates significant cost savings of **\$775,000** annually

- Support costs of other recommendations to improve and expand services
- Focus can be placed on education, motivating residents to separate materials properly before collection



# Commercial Recommendations

RESOURCE REQUIREMENTS AND IMPACTS					
Recommendation	Resource Requirements		Solid Waste Fund Direct Cost	Diversion (Incremental Tons)	GHG Emissions (MTCO <sub>2</sub> e)
	Staff	Equipment			
C.1. FOG Management	+ 0.25-0.5	None	\$20,000	No change	No change
C.2. Commercial Organics Collection	+ 3	None	\$555,000	1,000-2,400 \$230-\$555 / ton	(700-1,680)
C.3. Student Move-In / Move-Out Support	Short-term; assign 3.5	+ 2 trucks (rent for 5 weeks/year)	\$55,000	0 tons	<1
C.4. C&D Waste Diversion	+ 0.5	None	\$51,000	TBD	No change
C.5. Commercial Participation Enforcement	+ 1.5-2	+ 0.5-1 truck	\$840,000 - \$1,680,000	1,700-4,400 \$380 - \$495 / ton	(4,879-12,628)
C.6. Consolidated Commercial Collection	- 3 (reassigned)	None; may reduce truck fleet	City ops savings (\$660,000); contracted cost increase TBD	No change	Nominal savings

PROPOSED IMPLEMENTATION SCHEDULE								
Recommendation	2020		2021		2022		2023	
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec
C.1. FOG Management								
C.2. Commercial Organics Collection								
C.3. Student Move-In / Move-Out Support								
C.4. C&D Waste Diversion								
C.5. Commercial Participation Enforcement								
C.6. Consolidated Commercial Collection								



# Education & Outreach Recommendations

RESOURCE REQUIREMENTS AND IMPACTS					
Recommendation	Resource Requirements		Solid Waste Fund Direct Cost	Diversion (Incremental Tons)	GHG Emissions (MTCO <sub>2</sub> e)
	Staff	Equipment			
E.1. Hire Education and Outreach Lead	+ 1	None	\$94,000	To be determined; based on implementation experience	
E.2. Marketing / Advertising Campaign	Outside contractor	None	\$150,000		
E.3. Grassroots Outreach	+4 half-time to full-time	None	\$100,000 - \$200,000		
E.4. Track Performance	None	None	\$0		

Note: Cost impacts represent incremental costs for education and outreach in addition to the current contracted education services performed by The Ecology Center. Continuation of current services to be determined as part of overall strategy identified by the Education and Outreach Lead.

PROPOSED IMPLEMENTATION SCHEDULE								
Recommendation	2020		2021		2022		2023	
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec
E.1. Hire Education and Outreach Lead								
E.2. Marketing / Advertising Campaign								
E.3. Grassroots Outreach								
E.4. Track Performance								



# Downtown-Area Service Recommendations

RESOURCE REQUIREMENTS AND IMPACTS					
Recommendation	Resource Requirements		Solid Waste Fund Direct Cost	Diversion (Incremental Tons)	GHG Emissions (MTCO <sub>2</sub> e)
	Staff	Equipment			
D.1. Mandatory Saturday / Sunday Collection	+ 0.75-1.25	None	\$330,000	No change	To be determined; based on design
D.2. Container Consolidation Design	Consultant, with City staff support	None	\$45,000		
D.3. Procure Single Downtown Service Provider	None	None	TBD		

PROPOSED IMPLEMENTATION SCHEDULE								
Recommendation	2020		2021		2022		2023	
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec
D.1. Mandatory Saturday / Sunday Collection								
D.2. Container Consolidation Design								
D.3. Procure Single Downtown Service Provider	(Schedule depends on commercial franchise inclusion or not)							



# Diversions-Related Facilities and Funding Recommendations

PROPOSED IMPLEMENTATION SCHEDULE								
Recommendation	2020		2021		2022		2023	
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec
<b>Diversions-Related Facilities Recommendations</b>								
DF.1. Drop-Off Station Replacement								
DF.2. Procure City MRF Operator								
<b>Funding Recommendations</b>								
F.1. Millage Increase - Headlee Override								
F.2. Waste Diversion Surcharge								
F.3. Service Fees	(As needed based on implementation of other recommendations)							



# Advisory Committee Feedback on Recommendations

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## Verbalized and written support for many recommendations

- Service expansions - residential and commercial organics, textiles
- Service improvements - downtown / alley services, commercial ordinance enforcement
- Education and outreach

## Opposition to 1 recommendation by 10 participants

- Consolidating residential collection by bringing cart recycling in-house to be performed by City crews
  - Estimated savings of **\$775,000** in first year
- Opposition based on:
  - Purported added value provided by current contractor and concerns about future recyclable material quality if current contractor not providing the service
  - Questioning validity of cost savings analysis



# Cost Savings Estimate

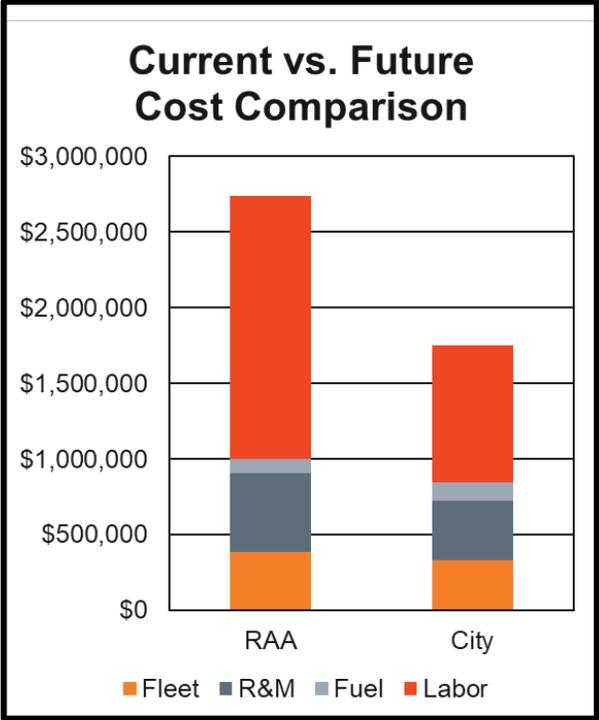
**Current costs: RAA recycling cart collection**

At FY2018 values:

- RAA contract: \$1,736,689
- Fleet: \$387,822
- Vehicle R&M: \$517,662
- Fuel: \$98,110

**FY2018 Total: \$2,740,283**

**FY2020 (3% annual increase): \$2,907,166**



**Future costs: City-performed recycling cart collection**

At FY2018 values:

- City labor: \$905,195
- Fleet: \$334,152
- Vehicle R&M: \$389,917
- Fuel: \$122,450

**FY2018 Total: \$1,751,714**

**FY2020 (3% annual increase): \$1,858,393**

**FY2020 recycling collection savings with City collection = \$1,048,773**  
 (Net savings is reduced to **\$775,000** by including compost collection cost increase due to transition from temp to regular labor)



# Early Recommendations to Implement

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## **Key interrelated recommendations for initial implementation**

- Consolidated Residential Collection
- Consolidated Commercial Collection
- Year-Round Residential Compost Collection
- Commercial Organics Collection
- Procure Single Downtown Service Provider
- Mandatory Saturday/Sunday Collection in Downtown

**Cost savings and efficiencies gained by the City, as well as new bid prices and fees for commercial services will enable funding for this implementation**

**Expiring existing contracts and City Council resolution on City staffing for solid waste services provide this opportunity and timing requirements**



# Other Activities

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# Expiring Contracts

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## **MRF Operations and Recyclables Processing**

- Current contract: Recycle Ann Arbor - expires: June 30, 2020 (additional 1-year option if City desires)
- RFP #19-28 issued 8/16/19
  - Proposals due 9/17/19
  - Contract Award Recommendation targeted for 10/21/19

## **Franchise Commercial Waste Collections**

- Current contract: Waste Management - expires: June 30, 2020 (additional 1-year option if City desires)
- Determination needed on:
  - If/how to include downtown area
  - If to include commercial/multi-family recycling collections

## **Recyclables Cart/Curbside Collections**

- Current contract: Recycle Ann Arbor - expires: June 30, 2020 (additional 1-year option if City desires)
- Determination needed on:
  - Consolidating residential cart recycling collections with City collections
  - Consolidating commercial/multi-family recycling collections in Franchise Commercial Collections Contract



# Staffing

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## **New additional solid waste positions**

- FY18 added Outreach & Compliance Specialist (Public Works)
  - Filled Spring 2018
- FY20 Budget added full FTE funding for enforcement position (Community Standards)
- New Resource Recovery Manager position
  - Hopefully filled by early Fall, 2019
- Through implementation of SWRMP recommendations in FY20/21:
  - 4 additional (net) solid waste driver positions (Public Works)
  - Up to 3 additional Customer Service staff
  - 1 new Education & Outreach Lead position



# Questions/Discussion

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# THANK YOU

for your time

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Craig Hupy, Public Services Administrator

Cresson Slotten, Public Services Area

Molly Maciejewski, Public Works Manager

