



SOLID WASTE RESOURCES MANAGEMENT PLAN

DRAFT REPORT PRESENTATION TO ENVIRONMENTAL
COMMISSION

August 22, 2019

WORK COMPLETED SINCE APRIL 2019

✓ Draft SWRMP Report prepared

- Reviewed by City staff and revised for distribution to Advisory Committee and Environmental Commission
- Commented on by Advisory Committee

✓ Public engagement

- All Advisory Committee meetings complete - including an added 5th meeting to discuss draft SWRMP

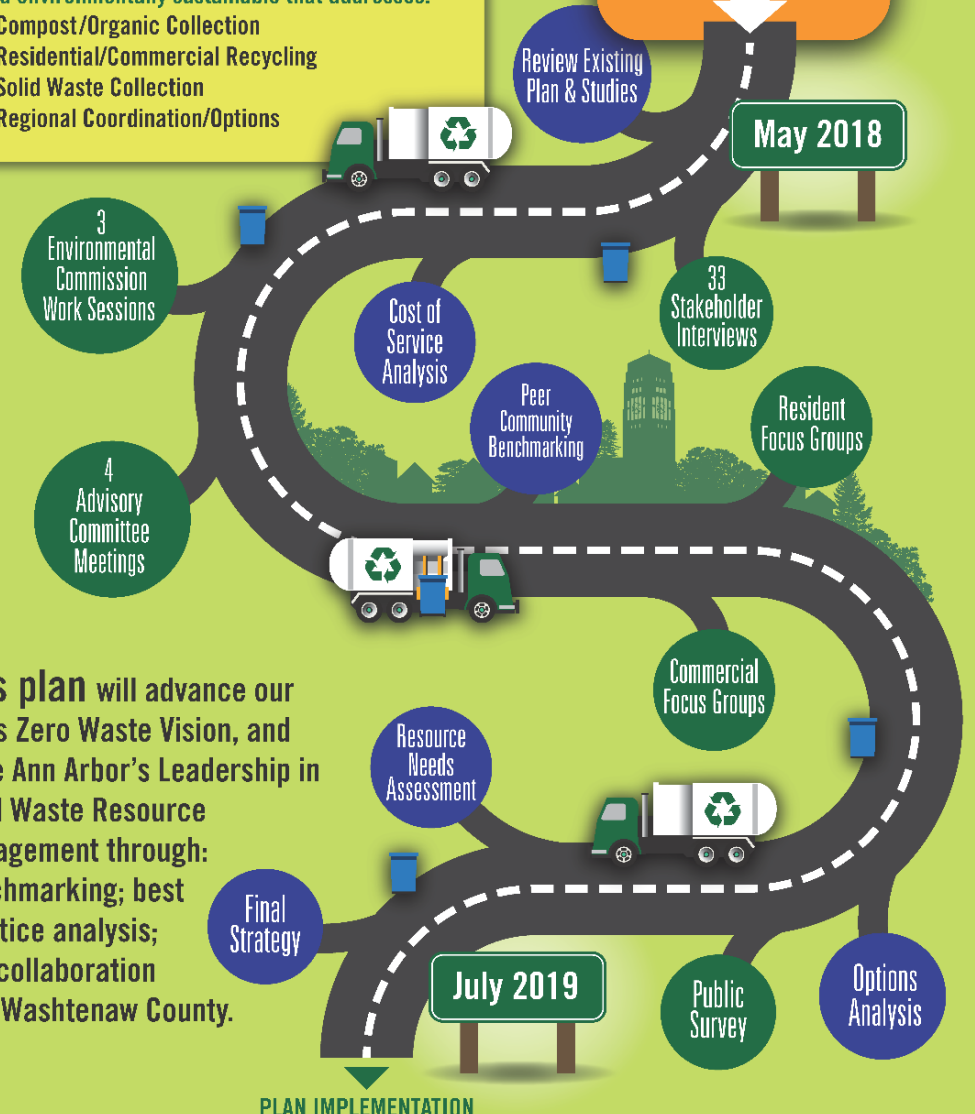


Rethinking Waste

Ann Arbor's Course to a New Solid Waste Plan

Create a five-year plan to provide solid waste programs and services that are economically and environmentally sustainable that addresses:

- Compost/Organic Collection
- Residential/Commercial Recycling
- Solid Waste Collection
- Regional Coordination/Options



This plan will advance our city's Zero Waste Vision, and drive Ann Arbor's Leadership in Solid Waste Resource Management through: benchmarking; best practice analysis; and collaboration with Washtenaw County.

WHAT HAVE WE PRODUCED?

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 - 20 recommendations in 5 focus areas
- Funding - 3 recommendations
- Cost savings - 1 recommendation, \$775,000 in savings in first year

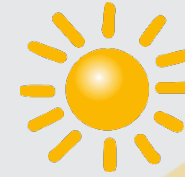
WHAT THE SWRMP IS NOT, AND WHY

The SWRMP is not:

- A traditional, top-down strategic plan driving Ann Arbor to Zero Waste attainment
- A fully-prioritized schedule of action items

Why is it not these things?

- Scope of work sought:
 - Current system analysis to identify needs
 - Cost of service study and financial model for near-term projections of Solid Waste Fund impacts
 - Solutions to address current system needs - including known service issues in the downtown alleys, FOG management, education and outreach
- Scope validated through stakeholder interviews, focus group, and Environmental Commission visioning



Leader in Solid Waste Resources Management

Commitment to Zero Waste



Flies on Lamp Shades

Student Move-Out Trash Piles

"Who Picks Up _____?"



OTHER ACTIVITIES PARALLEL TO SWRMP DEVELOPMENT

Regional collaboration

- City staff participated in planning and strategy discussions and development of Articles of Incorporation for the Washtenaw Regional Resource Management Authority (WRRMA)
- City has not decided whether to become a member of WRRMA

City MRF and recyclables processing

- Viewed as a regional need, potentially impacted by direction of WRRMA
- Currently seeking proposals for recyclables processing, including option for City MRF equipping and operation

Drop-Off Station replacement / options

- Operates as a regional facility, and has been discussed and studied as part of Washtenaw County Solid Waste Plan process and in WRRMA discussions

COST IMPACTS OF PARALLEL ACTIVITIES

Regional collaboration

- Initial membership commitment = \$5,000
- Future costs and funding method to be determined based on activities undertaken

City MRF and recyclables processing

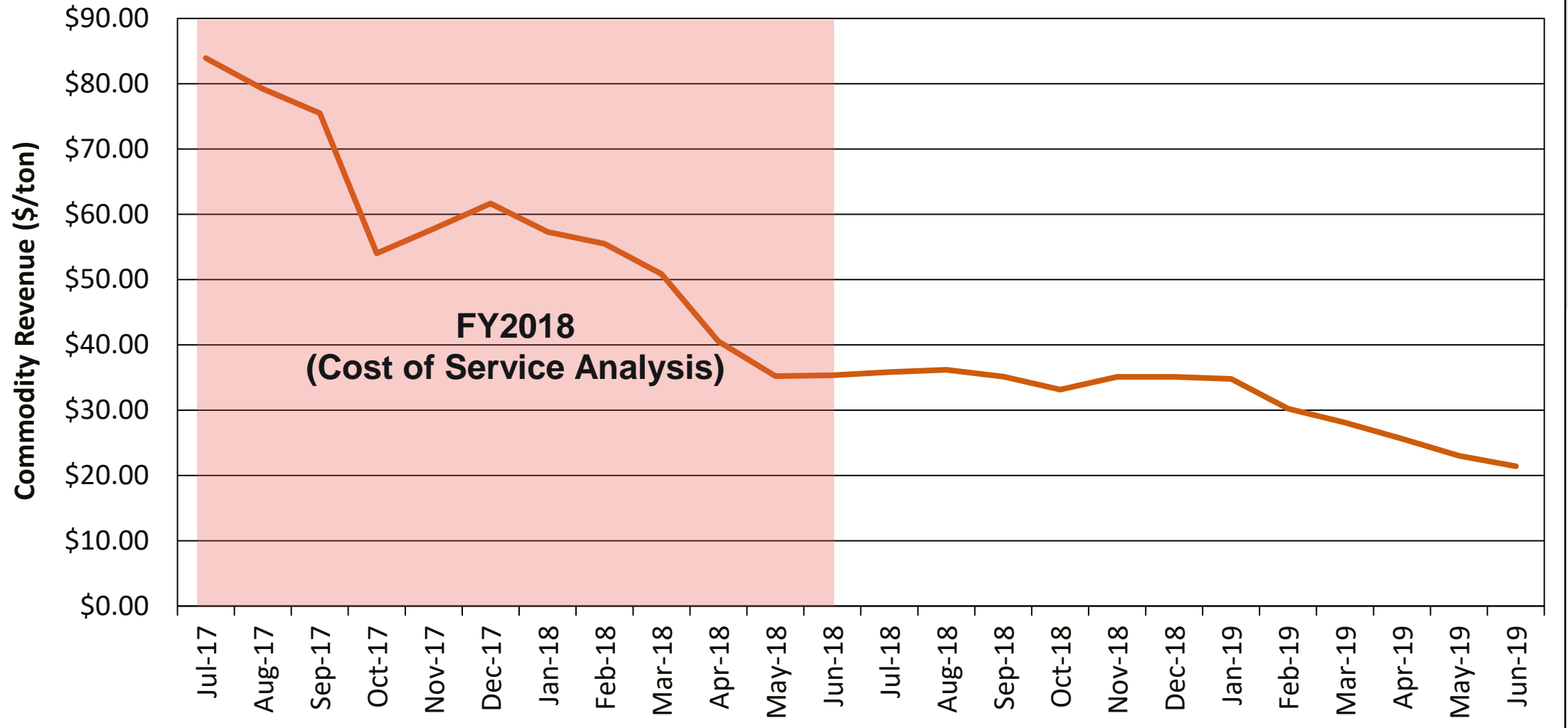
- Processing costs = loading + transport + processing
- Material revenues reduce net cost, but value of recyclables has declined significantly

Drop-Off Station replacement / options

- Capital cost for DOS replacement continues to be identified in City's 5-year CIP
- City desires funding commitments from other communities

CITY MRF AND RECYCLABLES PROCESSING COSTS

Recyclable Material Revenue (\$/ton)



WHAT ARE THE GOALS OF THE SWRMP?

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 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

COMPREHENSIVE PUBLIC ENGAGEMENT GUIDED SWRMP DEVELOPMENT

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

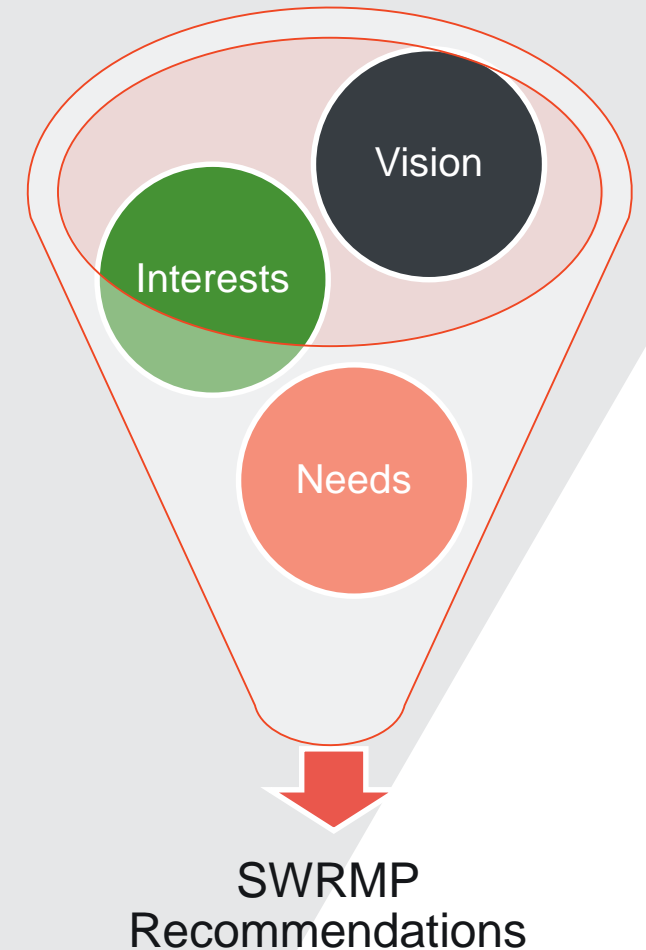
- 400 responses from representative sample of City resident population

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



ADVISORY COMMITTEE FEEDBACK ON RECOMMENDATIONS

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 6-10 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

RATIONALE FOR CONSOLIDATED RESIDENTIAL COLLECTION

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



COST SAVINGS ESTIMATE: LABOR ONLY

Current costs: RAA recycling cart collection

- 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

At approximately 33,000 carts, annual savings in recycling collection labor = \$811,800
(Total savings calculated on subsequent slides)

CURRENT RAA CONTRACT COSTS

Recycling collection cost = 1 + 2:

1. Cart count
2. Tonnage incentive

Additional costs paid to RAA:

3. Customer education and customer service support
4. Special events
5. Maintenance reimbursement

6. Other adjustments

- RAA-performed maintenance, with cost paid by City back to RAA
- Parks recycling collection
- Multi-tips at parks (3x/week)
- Cart purchases

1 - Cart Count

2 - Tonnage Incentive

3 - Customer Education and Customer Service Support

4 - Special Events

5 - Maintenance Reimbursement

6 - Other Adjustments

		June 2018	
FOR SERVICES IN THE MONTH OF			
Scheduled Lifts			20,573
Single Family Carts			8,069
MF Carts			2,151
Commercial Carts			1,672
Add MF Lifts			324
Add Commercial Lifts			33,389
No of Units, This Invoice			
\$ Per-Unit-per-Month			\$ 4.00 <i>New annual tip fee 7/1/17</i>
TOT PART C: PER-UNIT COMPENSATION			\$ 133,556.00
PART D: PER-TON COMPENSATION (Jul 15 - Jun 18)			
YTD Tonnage, Last Invoice		7,073	Fiscal YTD
Jun 2018 Tonnage		863	
YTD Tonnage, This Invoice		7,936	
Tier 1	From 0 To 10804	YTD, Last Invoice 7,073	This Month 863 YTD, This Invoice 7936
Tier 2	10805 To 11896		
Tier 3	11897 To 13075		
Tier 4	13076 To 13076		
		TOTAL 7,073	863 7936
Tier 1	Rate \$ 18.74	Current Tons 863	Compensation \$ 16,163.81
Tier 2	\$ 20.00	-	-
Tier 3	\$ 25.00	-	-
Tier 4	\$ 30.00	-	-
TOTAL PART D: PER-TON COMPENSATION			\$ 16,163.81
PEAK COMPENSATION			
Working Days in May 18			30
Avk Tons per Day Trigger			23.56
Calc. Tons per Day Trigger, Semi-Auto Peak			-
Current Month Tonnage		THIS SECTION USED 25 of 0%	-
Eligible Tonnage		ONLY IF SEMI-AUTO TRUCKS ARE USED FOR COLLECTION	-
\$ Per-Ton, Eligible Peak Tons			9.30
TOTAL PEAK COMPENSATION			-
PART E: EDUC. TO CITY-SERVED BUSINESSES			
Basic Contact Service	Rate \$ 50	Units 0	\$ -
Business Education/Set up	\$ 100	0	\$ -
Extensive Educ/ZW Setup	\$ 150	0	\$ -
TOTAL PART E: EDUC TO CITY-SERVED BUSINESSES			\$ -
PART F: CUST SVC AND SUPPORT			
Program ramp-up and Implementation	Rate \$ 13	Hrs 0	\$ -
SPECIAL EVENTS COMPENSATION			
\$ Per Event Day	Rate \$ 500.00	Units 1	\$ 500.00
TOTAL SPECIAL EVENTS COMPENSATION			\$ 500.00
TOTAL CONTRACT COMPENSATION			\$ 150,219.81
MAINTENANCE REIMBURSEMENT			
Parts			\$ 1,089.11
Labor			\$ 2,310.00
External Services			\$ 1,038.80
TOTAL MTCE REIMBURSEMENT			\$ 4,437.91
SUBTOTAL			\$ 154,657.72
OTHER ADJUSTMENTS*			
Parks Recycling Program (76 carts- began week of 6/4/18)	Weekly p.u. of 76 carts, plus multi-tip below (3 parks)	\$ 4.00	76 \$ 304.00
	Multi-tips (3x week carts- see Excel sheet)	\$ 4.00	192 \$ 768.00
			\$ 1,072.00
Cart purchase-1710 Dhu Varren Rd		(\$50.00)	(\$50.00)
NET DUE			\$ 155,679.72

COST SAVINGS ESTIMATE

Current costs: RAA recycling cart collection

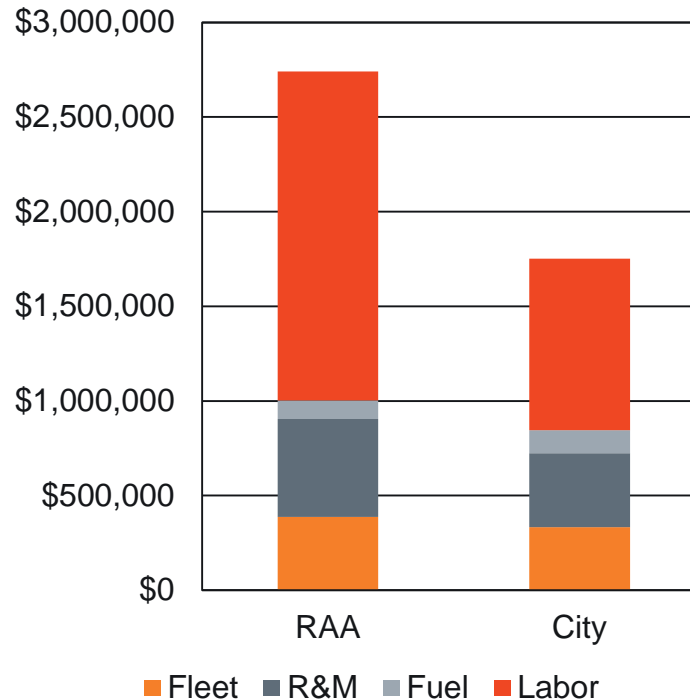
At FY2018 values:

- 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**

Current vs. Future Cost Comparison



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)

The background features a dark blue triangle in the top-left corner and a dark blue triangle in the bottom-right corner. The rest of the background is composed of several overlapping, semi-transparent geometric shapes in shades of gray and white, creating a modern, abstract design. Two thick, dark blue horizontal lines are positioned above and below the main text.

OVERVIEW OF THE SWRMP: TOOLS, RECOMMENDATIONS, AND NEXT STEPS

NEW PLANNING TOOLS TO SUPPORT SWRMP IMPLEMENTATION

1. Cost of service analysis

- Reviewed at April 25 Environmental Commission meeting
- Identifies component costs for each functional area based on FY2018 expenses
- Enables comparisons across functions to identify cost and Solid Waste Fund balance drivers

2. Financial model

- Baseline (current) conditions, based on FY2018 financials
- Recommendations with cost impacts, beginning FY2020
- Projects costs and calculates Solid Waste Fund balance change compared to Baseline - utilized to determine added revenue needs

UNDERSTANDING THE FINANCIAL MODEL

Model Components:

1. Tonnage by sector and stream
2. Per ton disposal / processing / composting fees
3. Revenues
4. Expenses by function and type
5. Calculation of net operating surplus (deficit)
6. Other financial impacts: financial adjustments and capital projects
7. Fund balance
8. Residential and commercial program cost analyses

	Actual FY 2018	Projected FY 2019	Projected FY2020
Tonnages			
Residential Waste	15,017	15,017	15,017
Residential Recyclables	10,566	10,566	10,566
Residential Organics	9,085	9,085	9,085
Commercial Waste	37,900	37,900	37,900
Commercial Recyclables	3,320	3,320	3,320
Commercial Organics	0	0	0
Total	75,888	75,888	75,888
Processing Fees (per contract)			
Waste Transfer/Disposal (\$/ton)	\$ 25.45	\$ 25.88	\$ 26.32
Recycling Processing Fee (\$/ton)	\$ 151.14	\$ 158.42	\$ 163.00
City MRF Cost	\$ 97.97	\$ 99.00	\$ 100.00
Recycling Processing Credit (\$/ton)	\$ 57.20	\$ 31.70	\$ 31.70
Organics Composting Fee (\$/ton)	\$ 18.95	\$ 22.00	\$ 22.42
Commercial Organics Fee (\$/ton)	\$ -	\$ 25.00	\$ 25.83
Revenues			
Solid Waste Millage	\$ 12,635,609	\$ 12,951,499	\$ 13,275,286
Commercial Waste Fees	\$ 2,760,171	\$ 2,898,180	\$ 3,043,089
Recycling Processing Credit	\$ 794,557	\$ 440,186	\$ 440,186
Other	\$ 485,112	\$ 499,665	\$ 514,655
Total	\$ 16,675,449	\$ 16,789,530	\$ 17,273,216
Expenses			
Residential Waste			
Collection	\$ 1,546,972	\$ 1,593,380	\$ 1,641,180
Transfer/Disposal	\$ 388,115	\$ 388,640	\$ 395,247
Allocated Administrative	\$ 499,645	\$ 514,634	\$ 530,073
Subtotal	\$ 2,434,732	\$ 2,496,654	\$ 2,566,500
Net Operating Surplus (Deficit)	\$ 517,559	\$ 151,701	\$ 185,986

Component 1

Component 2

Component 3

Component 4

Component 5

UNDERSTANDING THE FINANCIAL MODEL

Model Components:

1. Tonnage by sector and stream
2. Per ton disposal / processing / composting fees
3. Revenues
4. Expenses by function and type
5. Calculation of net operating surplus (deficit)
6. **Other financial impacts: financial adjustments and capital projects**
7. **Fund balance**
8. **Residential and commercial program cost analyses**

	Actual FY 2018	Projected FY 2019	Projected FY2020
Financial Adjustments (Credits)			
GASB Pension Liability	\$ 337,009	\$ 275,000	\$ 266,750
OPEB	\$ 3,096,076	\$ (250,000)	\$ (250,000)
Change in Landfill Liability	\$ (172,799)	\$ (172,799)	\$ (172,799)
Change in Capital Assets, net of debt	\$ (948,972)	\$ -	\$ -
Subtotal	\$ 2,311,314	\$ (147,799)	\$ (156,049)
Capital Projects			
Compost Pad Replacement	\$ -	\$ -	\$ -
Drop-off Station Improvements	\$ -	\$ -	\$ -
Landfill Entrance Improvements	\$ -	\$ -	\$ 880,000
Methane Collection System Upgrades	\$ -	\$ -	\$ 100,000
Subtotal	\$ -	\$ -	\$ 980,000
	\$ (1,793,755)	\$ 299,500	\$ (637,965)
Fund Balance			
Beginning Balance	\$ 11,351,180	\$ 9,557,425	\$ 9,856,925
Ending Balance	\$ 9,557,425	\$ 9,856,925	\$ 9,218,960
Residential Program Cost Analysis			
Revenues			
Millage (65.5% of Total)	\$ 8,276,324	\$ 8,483,232	\$ 8,695,312
Recycling Processing Credit	\$ 604,375	\$ 334,942	\$ 334,942
Subtotal	\$ 8,880,699	\$ 8,818,174	\$ 9,030,255
Expenses			
Residential Waste	\$ 2,434,732	\$ 2,496,654	\$ 2,566,500
Residential Recycling	\$ 5,869,616	\$ 6,054,727	\$ 6,213,731
Residential Composting	\$ 1,531,650	\$ 1,600,169	\$ 1,645,995
City Events	\$ 333,451	\$ 343,456	\$ 353,759
Subtotal	\$ 10,169,449	\$ 10,495,006	\$ 10,779,985
Net Operating Surplus (Deficit)	\$ (1,288,750)	\$ (1,676,832)	\$ (1,749,731)
Deficit/Household			
Annual	\$ (49.10)	\$ (63.89)	\$ (66.66)
Monthly	\$ (4.09)	\$ (5.32)	\$ (5.56)

Component 6

Component 7

Component 8

UNDERSTANDING THE FINANCIAL MODEL

Recommendation Scenarios:

1. Enter new / changed expenses
2. Calculate resulting impact on Fund balance
3. Compare direct cost vs. the baseline (current) condition scenario
4. Evaluate unit cost (per household) impacts (residential only)

	Actual FY 2018	Projected FY 2019	Projected FY2020
Expenses			
Residential Waste			
Collection	\$ 1,546,972	\$ 1,593,380	\$ 1,641,180
Transfer/Disposal	\$ 388,115	\$ 388,640	\$ 453,941
Program Addition - Bulky Item Collection	\$ -	\$ -	\$ 318,041
Allocated Administrative	\$ 499,645	\$ 514,634	\$ 530,073
Subtotal	\$ 2,434,732	\$ 2,496,654	\$ 2,943,236
Fund Balance			
Beginning Balance	\$ 11,351,180	\$ 9,557,425	\$ 9,856,925
Ending Balance	\$ 9,557,425	\$ 9,856,925	\$ 8,842,225
Residential Program Cost Analysis			
Revenues			
Millage (65.5% of Total)	\$ 8,276,324	\$ 8,483,232	\$ 8,695,312
Recycling Processing Credit	\$ 604,375	\$ 334,942	\$ 334,942
Subtotal	\$ 8,880,699	\$ 8,818,174	\$ 9,030,255
Expenses			
Residential Waste	\$ 2,434,732	\$ 2,496,654	\$ 2,943,236
Residential Recycling	\$ 5,869,616	\$ 6,054,727	\$ 6,213,731
Residential Composting	\$ 1,531,650	\$ 1,600,169	\$ 1,645,995
City Events	\$ 333,451	\$ 343,456	\$ 353,759
Subtotal	\$ 10,169,449	\$ 10,495,006	\$ 11,156,720
Direct Cost Change vs. Baseline	\$ -	\$ -	\$ 376,735
Net Operating Surplus (Deficit)	\$ (1,288,750)	\$ (1,676,832)	\$ (2,126,466)
Deficit/Household			
Annual	\$ (49.10)	\$ (63.89)	\$ (81.02)
Monthly	\$ (4.09)	\$ (5.32)	\$ (6.75)
Change in Deficit/Household from Baseline			
Annual	\$ -	\$ -	\$ 14.35
Monthly	\$ -	\$ -	\$ 1.20

BROAD DRIVERS FOR SWRMP RECOMMENDATIONS

Residential sector

- Build on existing programs / services / infrastructure

Commercial sector

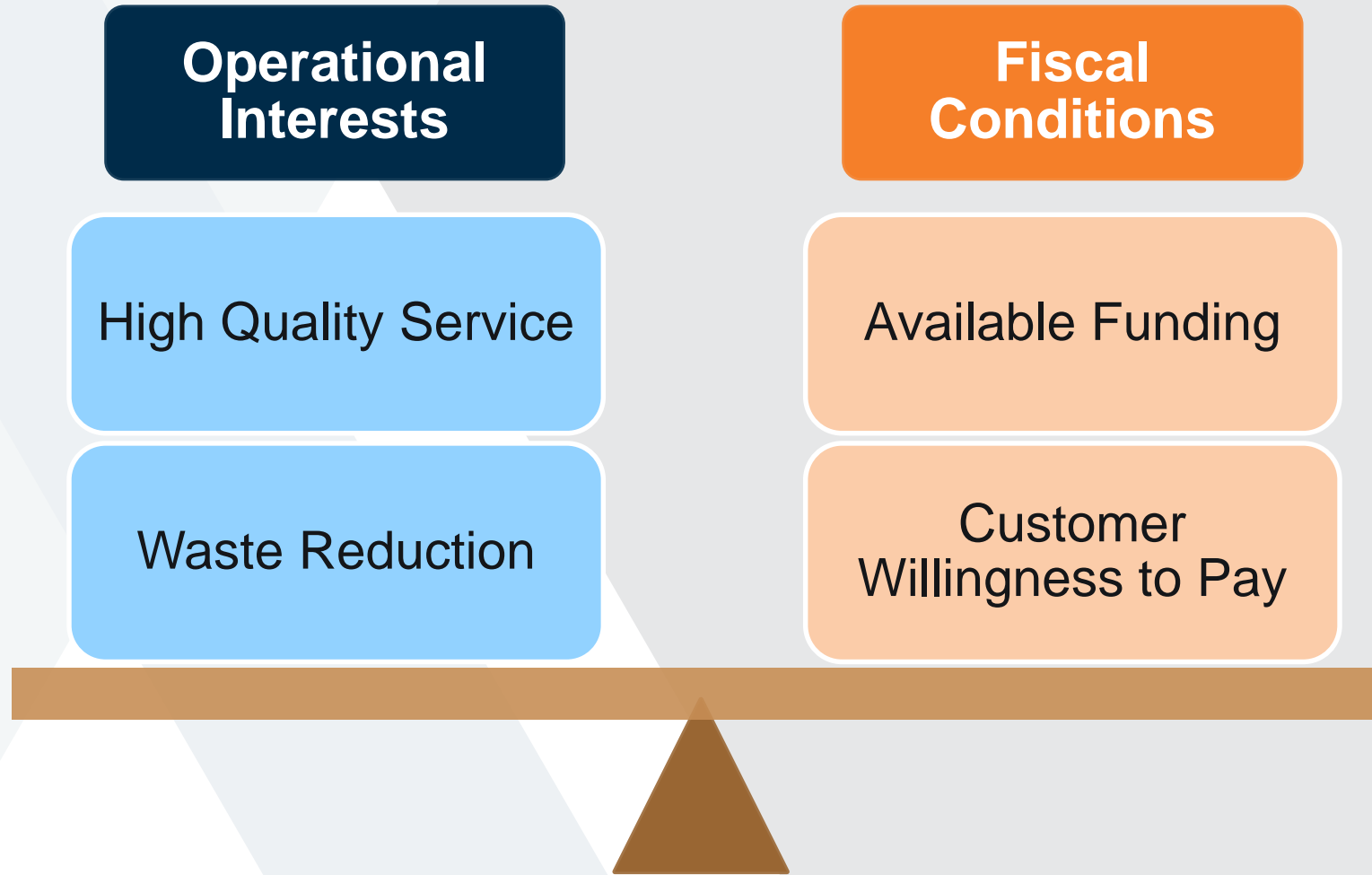
- Ensure all businesses are participating in trash and recycling collection in accordance with City ordinances
- Increase diversion, including through addition of services

Downtown-area / alleys

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



SWRMP IMPLEMENTATION: BALANCING PRIORITIES



REVIEW OF RESIDENTIAL RECOMMENDATIONS

RESOURCE REQUIREMENTS AND IMPACTS					
Recommendation	Resource Requirements		Solid Waste Fund Direct Cost	Diversion (Incremental Tons)	GHG Emissions (MTCO ₂ 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								

REVIEW OF COMMERCIAL RECOMMENDATIONS

RESOURCE REQUIREMENTS AND IMPACTS

Recommendation	Resource Requirements		Solid Waste Fund Direct Cost	Diversion (Incremental Tons)	GHG Emissions (MTCO ₂ 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								

REVIEW OF EDUCATION & OUTREACH RECOMMENDATIONS

RESOURCE REQUIREMENTS AND IMPACTS

Recommendation	Resource Requirements		Solid Waste Fund Direct Cost	Diversion (Incremental Tons)	GHG Emissions (MTCO ₂ 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								

REVIEW OF DOWNTOWN-AREA SERVICE RECOMMENDATIONS

RESOURCE REQUIREMENTS AND IMPACTS

Recommendation	Resource Requirements		Solid Waste Fund Direct Cost	Diversion (Incremental Tons)	GHG Emissions (MTCO ₂ 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)							

REVIEW OF DIVERSION-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
Diversion-Related Facilities Recommendations								
DF.1. Drop-Off Station Replacement								
DF.2. Procure City MRF Operator								
Funding Recommendations								
F.1. Millage Increase - Headlee Override								
F.2. Waste Diversion Surcharge								
F.3. Service Fees	(As needed based on implementation of other recommendations)							

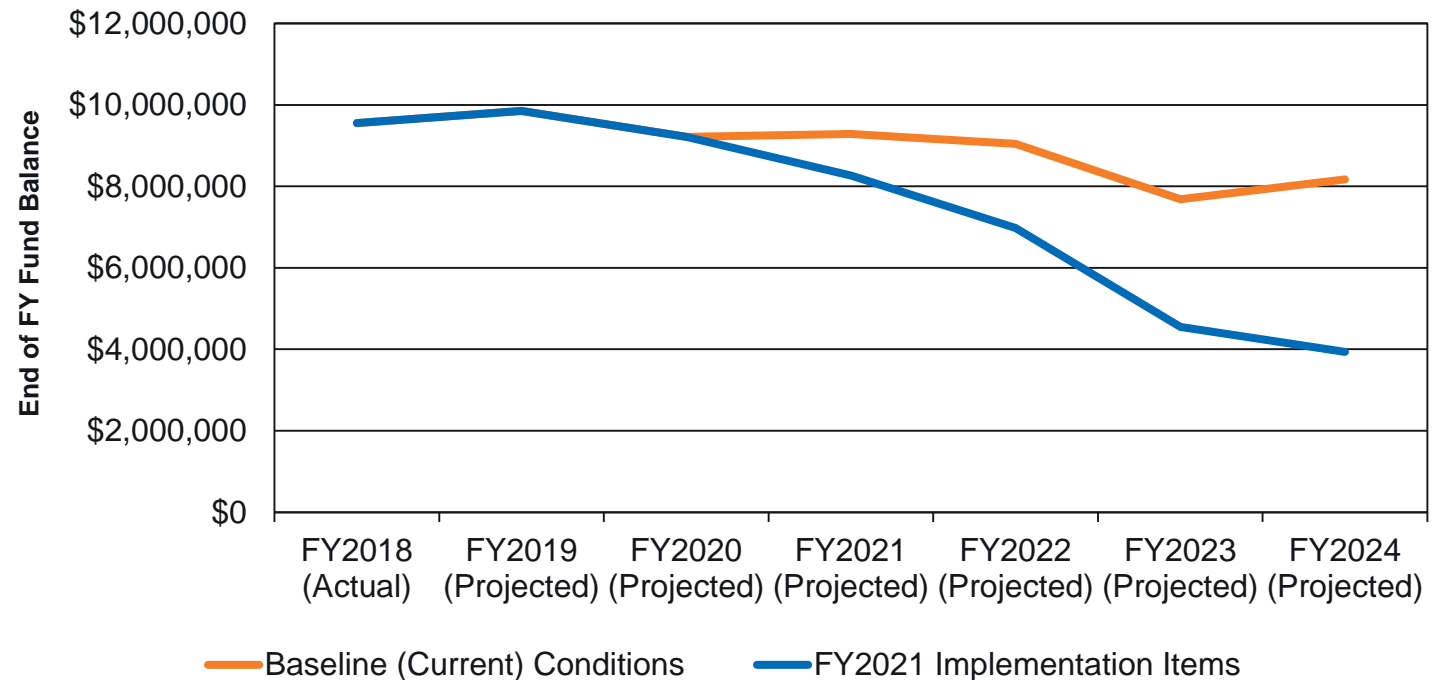
SOLID WASTE FUND BALANCE PROJECTIONS

Solid Waste Fund balance projections calculated in the financial model (Attachment D of the SWRMP) for current conditions and each recommendation with a cost impact

- Financial model does not include any added revenue for recommendations - only cost impact
 - Some recommendations (e.g., commercial participation enforcement) would result in increased revenue based on current fee structure - this would offset at least a portion of cost increases

Solid Waste Fund balance projections through FY2024 based on:

- Baseline (current) conditions (orange line)
- Recommendations suggested for FY2021 implementation (blue line)
- Fund balance projections based on current recycling processing and City MRF-related costs



FY2021 Implementation Items: Year-Round Residential Organics; Curbside Textiles; E-Waste and HHW; Consolidated Residential Collection; Commercial Organics; Student Move-In/Move-Out; Commercial Participation Enforcement; Consolidated Commercial Collection; Education and Outreach Lead and Grassroots Outreach; Downtown Mandatory Weekend Collection.

MOVING THE SWRMP FROM PLAN TO ACTION

Environmental Commission resolution regarding SWRMP completion

City Council work session - September 9

- Solid waste area updates
- SWRMP status and implementation steps
- WRRMA status and City membership direction

Near-term implementation of key SWRMP recommendations due to upcoming contract expirations

- Recyclables processing / MRF operations RFP
- Commercial franchise RFP
- Confirmation of direction to move forward with City collection of recycling carts

The background features a large, light gray 'X' shape centered on a white background. The left and right arms of the 'X' are dark blue. Two thick, dark blue horizontal lines are positioned above and below the main text.

QUESTIONS/DISCUSSION