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**SOLID WASTE RESOURCES MANAGEMENT PLAN**  
**ADVISORY COMMITTEE MEETING #5**

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August 13, 2019

# WELCOMING COMMENTS

## Updates re: City activities impacting the SWRMP

- Contract extensions approved by City Council
- City will be issuing RFP for MRF Operations and Recyclables Processing
- WRRMA establishment status

## Agenda review and desired outcomes poll

# ACTIVITIES COMPLETED SINCE MEETING #4

- ✓ **Secured approval for and scheduled 5<sup>th</sup> Advisory Committee meeting**
- ✓ **Participated in meeting organized by Commissioner Brown on June 11**
  - Discussion focused on draft recommendations presented at Advisory Committee Meeting #4 on May 21
  - Meeting notes were distributed by Commissioner Brown to all Advisory Committee members on June 27
- ✓ **Compiled draft SWRMP report for City staff review**
- ✓ **Distributed draft SWRMP report to Advisory Committee for review**

# PRE-MEETING COMMENTS & FEEDBACK TOPICS

- ✓ Textiles collection
- ✓ Year-round compost collection
- ✓ City MRF / processing of recyclables
- ✓ Residential consolidated collection
- ✓ Impact of recommendations on City sustainability objectives
- ✓ Details of cost / savings calculations
- ✓ How to fund implementation of recommendations
- ✓ Education and outreach

# OVERVIEW OF THE SWRMP REPORT: ELEMENTS OF THE PLAN



# OVERVIEW OF THE SWRMP REPORT: NEW PLANNING TOOLS

Two new planning tools developed through SWRMP process, to be maintained throughout the planning period:

## 1. Cost of service analysis

- 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
- Options with cost impacts, beginning FY2020
- Projects costs and calculates Solid Waste Fund balance change compared to Baseline - utilized to determine added revenue needs

# OVERVIEW OF THE SWRMP REPORT: 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
<b>Tonnages</b>			
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
<b>Total</b>	<b>75,888</b>	<b>75,888</b>	<b>75,888</b>
<b>Processing Fees (per contract)</b>			
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
<b>Revenues</b>			
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
<b>Total</b>	<b>\$ 16,675,449</b>	<b>\$ 16,789,530</b>	<b>\$ 17,273,216</b>
<b>Expenses</b>			
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
<b>Subtotal</b>	<b>\$ 2,434,732</b>	<b>\$ 2,496,654</b>	<b>\$ 2,566,500</b>
<b>Net Operating Surplus (Deficit)</b>	<b>\$ 517,559</b>	<b>\$ 151,701</b>	<b>\$ 185,986</b>

Component 1

Component 2

Component 3

Component 4

Component 5

# OVERVIEW OF THE SWRMP REPORT: UNDERSTANDING THE FINANCIAL MODEL

## Model Components:

1. Tonnage by sector and stream
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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
<b>Financial Adjustments (Credits)</b>			
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)
<b>Capital Projects</b>			
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)
<b>Fund Balance</b>			
Beginning Balance	\$ 11,351,180	\$ 9,557,425	\$ 9,856,925
Ending Balance	\$ 9,557,425	\$ 9,856,925	\$ 9,218,960
<b>Residential Program Cost Analysis</b>			
<b>Revenues</b>			
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
<b>Expenses</b>			
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)
<b>Deficit/Household</b>			
Annual	\$ (49.10)	\$ (63.89)	\$ (66.66)
Monthly	\$ (4.09)	\$ (5.32)	\$ (5.56)

Component 6

Component 7

Component 8



# OVERVIEW OF THE SWRMP REPORT: 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
<b>Expenses</b>			
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
<b>Fund Balance</b>			
Beginning Balance	\$ 11,351,180	\$ 9,557,425	\$ 9,856,925
Ending Balance	\$ 9,557,425	\$ 9,856,925	\$ 8,842,225
<b>Residential Program Cost Analysis</b>			
<b>Revenues</b>			
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
<b>Expenses</b>			
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)
<b>Deficit/Household</b>			
Annual	\$ (49.10)	\$ (63.89)	\$ (81.02)
Monthly	\$ (4.09)	\$ (5.32)	\$ (6.75)
<b>Change in Deficit/Household from Baseline</b>			
Annual	\$ -	\$ -	\$ 14.35
Monthly	\$ -	\$ -	\$ 1.20

# OVERVIEW OF THE SWRMP REPORT: BALANCING PRIORITIES

**Operational  
Interests**

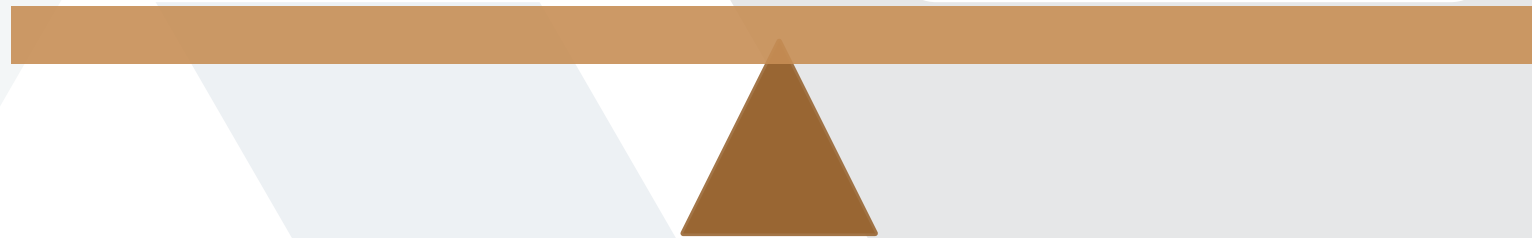
High Quality Service

Waste Reduction

**Fiscal  
Conditions**

Available Funding

Customer  
Willingness to Pay



# OVERVIEW OF THE SWRMP REPORT: 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

## 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								

# OVERVIEW OF THE SWRMP REPORT: 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								

# OVERVIEW OF THE SWRMP REPORT: 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		

## 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								

# OVERVIEW OF THE SWRMP REPORT: 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)							

# OVERVIEW OF THE SWRMP REPORT: 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
<b>Diversion-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)							

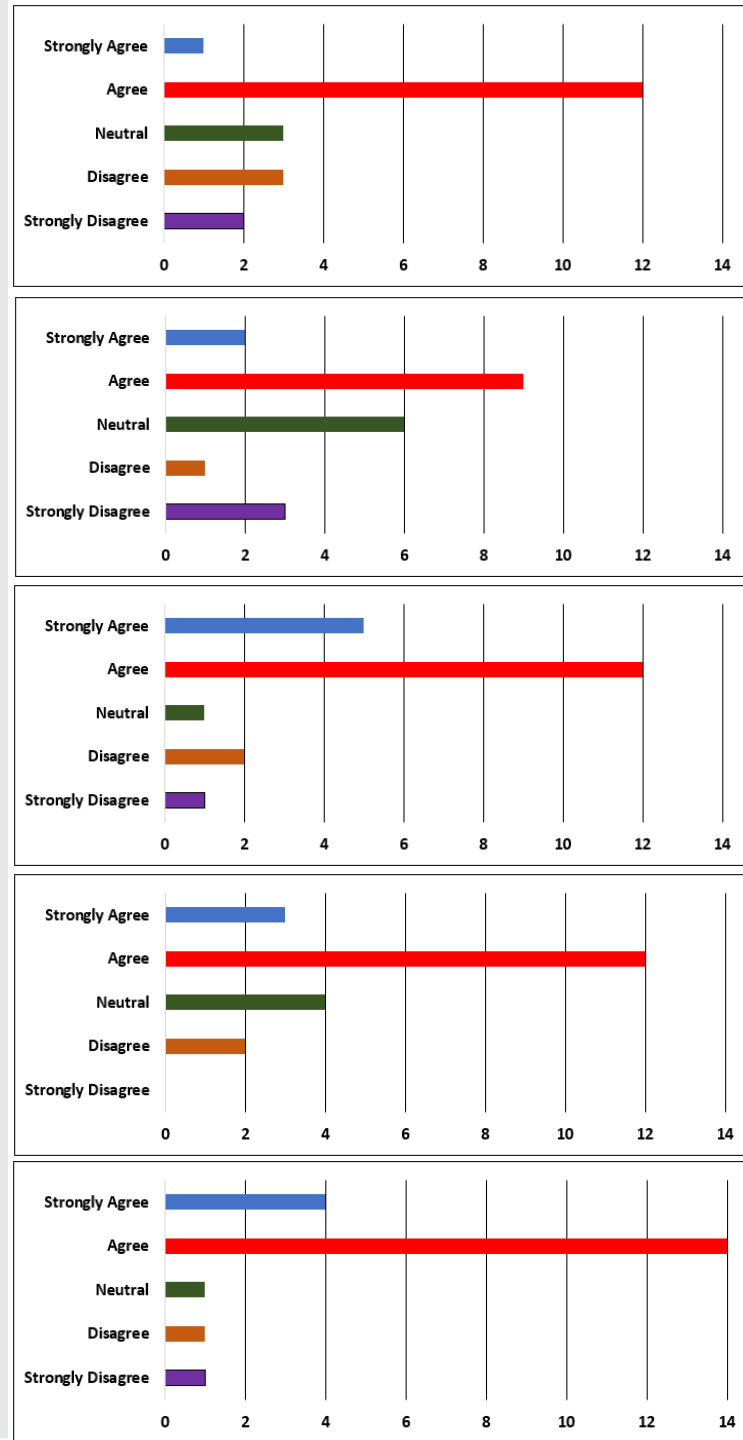
# **SWRMP REPORT DISCUSSION**

- 1. Key takeaways**
- 2. Elements of the SWRMP you support**
- 3. Concerns**
- 4. Suggested changes**



# ENGAGEMENT PROCESS FEEDBACK

1. Overall, there was sufficient public engagement on the SWRMP project.
2. As a member of the SWRMP Advisory Committee, I felt that my opinions were sought after and valued.
3. During the Advisory Committee meetings, the Project Team provided sufficient information about the project.
4. The Advisory Committees were effectively facilitated
5. The meeting summaries increased my understanding of what happened during the meetings and results.



# WHAT'S NEXT?

## SWRMP report

- Present final draft report to Environmental Commission - August 22<sup>nd</sup>

## City staff activities

- Issue RFP for recycling processing / MRF operation
- Present solid waste resources management information at September 9 City Council Work Session
- Begin advancing recommendations to City Council for implementation approval
- Interface with Environmental Commission's Solid Waste Work Group

# KEEP UPDATED ON THE PROGRESS OF THE SWRMP

## Website:

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