



Final Draft Report outlining the
research and information examined in
the Solid Waste Program Analysis

Solid Waste Analysis

Final Draft Report

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Reports to Council

Inception Report

First Interim Report

Second Interim Report

✓ **Final Draft Report**

Final Report



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Executive Summary

The City's Solid Waste Program is in the midst of change. Automated curbside recycle collection has been fully implemented with automated trash collection expected to soon follow. Fees to fund the program have continually needed to rise and the FY2013 budget included a \$2.00 increase from \$14.00 to \$16.00 per month to customers. The fees collected by the City, however; have never covered the full cost of the program and the City has historically subsidized the program through the General Fund. Due to the nature of this evolving program, the City Council directed staff to perform a program analysis on the City's solid waste operations. The expected deliverable was a comprehensive analysis which would provide Council with sufficient information to make informed decisions about any future changes to the program. Over the course of the past eleven months City staff members have conducted 5 major studies in pursuit of providing such a comprehensive analysis: 1) Surveyed 9 municipalities sharing similar economic and demographic environments; 2) Performed a cost analysis on the services provided within the Solid Waste Program; 3) Solicited citizen input utilizing postal and online surveys as well as conducting focus group discussions; 4) Analyzed operational challenges as the City transitions to automated collection for both curbside recycle and household trash; and 5) Researched national trends and issues in solid waste management. From these studies subsequent recommendations have been formed and are presented in this report. A proposed alternative fee structure will be provided in the final report.

Program Information

Solid Waste Practices in Central Illinois: To offer insight into the City's Solid Waste Program and current services provided within, City staff conducted a regional survey of nine municipalities all providing varying levels of Solid Waste services. Normal, Urbana, Champaign, Decatur, Peoria, Springfield, Pekin, and Morton were all compared to the City's solid waste program. Staff found that exact comparisons were difficult to find as each community was unique and provided an eclectic array of services and service levels. Bloomington's Solid Waste Program was found to be very robust in the levels of services the City provides. A majority of the Cities surveyed limited the amount of large items they would collect. The City of Bloomington will collect 2 front end loader buckets of large items per week free of charge. Additional bucket loads cost \$25 per scoop. Decatur only allowed 5 large items per year to be collected for free. Springfield only offered 1 free pickup per year with a max of 3 items. The City's Bulk Waste service (of which large items is included) was identified to be the single most expensive service in the Solid Waste Program, representing over 60% of the program's costs. In this report, staff is recommending to reduce the amount of free bulk waste the City will collect in efforts to reduce the General Fund subsidy to the Solid Waste Program (See Page 29).

A majority of the municipalities surveyed also did not provide solid waste services to apartments with more than 4 units. Bloomington allows apartment of any size to opt into the program. Of the 9 cities surveyed, 6 restricted service to apartments to 4 units or less, Decatur limited the number of units to 6 or less, and the Town of Normal did not allow apartments of any size to opt in. With the City's recent transition to automated recycle collection and the pending transition to automated curbside household trash collection, servicing apartments has presented some significant logistical challenges. Storage space for the carts, lack of curbside locations for a large number of carts, and on street parking blocking access to the carts are just some of the challenges identified in continuing service to large unit apartments. Staff is recommending the City only allow apartments or condominiums with 4 or less units be allowed to receive solid waste service from the City (See Page 76).

Workload Performance Data: Bloomington's Solid Waste Division has tracked workload performance data in four key service areas dating back to 2006. The results of this information reveal trends within the program and provide some insight into the changing dynamic of the service delivery and operating policies. The performance data presented in this report includes the collection of bulk items, refuse/household wastes, recycle materials, and street sweeping services. Bulk collection displays a declining trend in the volume of materials collected. While landfill fees continue to rise annually for the City, this is a positive indication that the volume of

materials being transported and disposed of utilizing City resources may continue to decline (See page 13). Staff's recommendation to even further limit the number of large items collected without charging a fee is expected to enhance this declining materials trend. Household refuse has also experienced a decline in tonnage with a 14.22% decrease from FY2007 to FY2013. This may in part be attributed to the City's recycling initiative which has experienced continual growth in participation rates in recent years (See page 15). Recycle collection has experienced the greatest rate of change rising 74.98% in collection tonnage from FY2007 to FY2013. Staff expects this number to continue to increase as citizens continue to enroll in the City's recycle program which commenced automated service in November 2012 (See page 15).

Cost Analysis: In the Fiscal Year ending April 30, 2011, the City changed its accounting policies to establish the Solid Waste Fund, an enterprise fund used to account for the solid waste services provided by the City. The goal for moving Solid Waste operations from the General Fund to an Enterprise fund was for the Solid Waste Program to become self-supporting. This has been a long-term goal and has not been successfully achieved. The costs for providing solid waste services have continued to exceed the amount of fees collected by the City. If this is to change, adjustments must be made to the fees assessed or the levels of service provided. Transfers from the general fund have decreased 26.23% since the transition of the Solid Waste Program to an enterprise fund in FY 2011 (See page 16). This reduction may be due in part to several organizational and operational changes to the program. The FY2014 budget has \$1,304,000 General Fund subsidy going to the Solid Waste Enterprise Fund.

Staff analyzed FY2012 Solid Waste year end expenditures and broke them down by service area. It was found that Bulk Waste represented 57% (or \$3,435,955) of the total costs within the Solid Waste Program. This is almost 3 times the City's General Fund subsidy. As will be highlighted later in this report, the City's Solid Waste Postal Survey showed results that indicated a majority of citizens only use the City's Bulk Waste services 0 to 1 times per month. The City currently provides Bulk Waste pickup every week to customers allowing 2 front end loader buckets for no charge and \$25 for each additional bucket of bulk waste collected. Only 8% of the statistically significant postal mail survey respondents indicated they use the Bulk Waste service 2 times each month and less than 2% indicated they used the service 3 or 4 times (See page 29).

Historical Fees for Service: In FY 2004 through FY 2007, the City charged \$5.00 per residence for solid waste services generating an average of \$1,478,895 in user fee revenue for the solid waste program. In FY 2008, the City increased the user fee for solid waste to \$7.00 resulting in a \$206,274 increase in revenue. In FY 2010, the fee was doubled to \$14.00 resulting in twice the revenue collections with \$4,238,450 in total revenue. The most recent increase occurred in the current fiscal year establishing a \$16.00 user fee for solid waste services and staff anticipates \$612,000 in additional revenue for the program (See page 20).

	FY 2004	FY 2008	FY 2010	FY 2013	FY 2014
Rate per residence	\$5.00	\$7.00	\$14.00	\$16.00	\$16.00

Public Input

Public input and customer satisfaction levels are a significant component of this study and should be examined carefully when facing major program decisions. To garner feedback from citizens, City staff utilized interactive focus groups, a postal survey, and an online survey to obtain public opinion on current service levels and potential program restructuring.

Focus Groups: Unfortunately, fostering citizen participation in the interactive focus groups proved to be more challenging than anticipated. Staff engaged the professional services of Lynn Montei to assist with the facilitation of the focus group sessions. The goal was to host 2 interactive focus group sessions with citizens comprising groups of approximately 20 people each. Staff fell significantly short of this goal and was only successful in getting 15 citizens total to attend either of the two sessions (See page 21). Participants were asked

to sit at a table which had an assigned table number for documentation purposes. Facilitator Lynn Monte began each session with brief introductions followed by an overview of the expectations of the sessions. City staff provided a 15 minute 17 slide PowerPoint presentation featuring the major issues, themes, facts, and data that have been analyzed by City leaders as it relates to the Solid Waste Program. Attendees were then provided a 5 minute Q&A session where they could ask questions of staff or ask staff to elaborate on a certain issue. Attendees were next asked to participate in an interactive table dialogue with other attendees and record pertinent conversations on a flipchart located next to the tables. A variety of opinions and thoughts were shared by attendees. Some of the reoccurring ideas included: reducing the amount of free large item collection, balance fees with costs, maintain service levels and do not change the program (See Page 22).

Postal Survey: In May 2012, City staff conducted a Solid Waste Customer Satisfaction Survey utilizing random sampling techniques yielding statistically significant results with a 95% confidence level and a 4%+/- confidence interval (or margin of error). City staff mailed 3,000 surveys and received 762 responses representing a 25.4% participation rate. Participants were mailed a copy of the survey, a letter explaining its purpose, and a return envelope with postage included. The survey consisted of 7 sections comprising 50 questions with a general comment section at the end.

The first section asked for demographic information such as Ward, number of people in household, age, and previous experience with other providers. The number of people responding to the survey was spread fairly evenly throughout the 9 Wards with the lowest responses coming from Ward 1,6, and 7. A near majority (47.98%) of respondents was 60+ years of age and the highest number of respondents (45.20%) lived in households with 2 people (See Page 24).

The second section focused on satisfaction levels with services provided. Satisfaction levels for curbside household trash, recycling, and large items were very high with over 80% in each category responding “Satisfied” or “Very Satisfied”. Drop off recycling received a majority of “Neutral” responses. This may be due in part to the reported low use of the facilities (See Page 25).

The third section asked the volume in which they used the service. A very high percentage of citizens reported using the curbside household trash and curbside recycling services. The option of 3 and 4+ technically should not have been available for respondents as our recycling program operates on an every other week collection schedule, so citizens would only have curbside collection available 2 times per month. Staff cannot explain the percentage of people stating they use the service more frequently (See Page 25).

The fourth section was designed to help staff understand what, if any, services the City provided in the solid waste program may need to be advertised better. It is clear citizens are very aware of all the curbside services the City offers. Recycling fortunately received a 90.89% “Very Aware” rating. A majority of the respondents, however; were not aware of the City’s drop-off recycling and drop-off large item services (See Page 26).

The fifth section was added to gauge citizen’s willingness to support change given a certain outcome. The majority of respondents agreed with all of the statements except for an increase in costs to provide for more drop off recycle locations; 88.76% of the respondents disagreed with this statement. A majority of the respondents agreed that they would support change if: it saved them money by providing them option to choose the services they receive; it increased the services they received; it improved the services they received; if it enhanced environmental practices; and if it saved the City money (See Page 26).

The sixth section comprised the most questions and again asked respondents to state whether they “Agreed”, “Disagreed”, or were “Unsure” about the provided statement. There was close to an 11% margin of difference between respondents saying they disagreed that the City’s Solid Waste Program was in need of change and respondents saying they were unsure. The majority, however; stated they disagreed. Recycling services experienced a large majority of respondents stating the service was a priority with 76%. Only 20.35% stated

that the solid waste disposal fees were too high. And 57.68% stated they would support paying additional charges after 1 front end loader bucket of bulk per week (Page 27).

The Final Questions section was designed to gauge citizen’s thoughts on what should be a city-provided service and what should not. Overwhelmingly, respondents stated that every service provided within the City’s solid waste program should be a City provided service. The lowest of the services provided were the drop off recycling and drop off large item location services; both having respondents under 70% stating it should be a City provided service (Page 28). A general comments section was also provided at the end of the survey (See Page 59).

To complement the City’s postal survey results, an identical online version was placed on the City’s website in June to solicit feedback from anyone wishing to share opinions. The survey was on the City’s homepage for 2 weeks (June 5 – June 19). The survey experienced 157 total participants. While not conducted utilizing scientific methods, the results appear similar to the City’s postal survey and alongside the postal survey results (See Page 24).

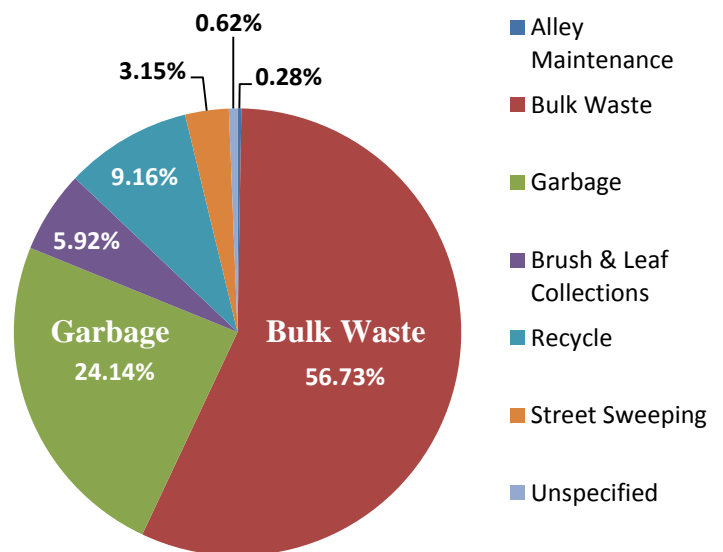
Program Issues and Needs

Automated Refuse and Recycle Collection Services to Apartments, Apartment complexes, and Condominiums: An immediate issue facing the Solid Waste Program is the provision of automated refuse and recycle collection to apartments, apartment complexes and condominiums. This issue has been discussed in the past but it now presents an immediate logistical issue as the City switches to a more automated, efficient, and less labor intensive service delivery. A comprehensive analysis detailing this concern and proposing options for Council consideration is provided within this report (See Page 76). As part of the analysis, staff reached out to apartment owners and held focus group meetings to gain their perspective (See Page 87). Staff is recommending the City only allow apartments or condominiums with 4 or less units to receive solid waste service from the City.

Provision of two bulk waste bucket loads at no charge: In December 2009, the City changed its policy regarding the collection of bulk waste amending an unlimited bulk curbside collection to a 2 front end loader buckets per residence per week and a fee of \$25 for each additional bucket. This policy change resulted in \$34,367 in additional revenue from bulk collection services in FY 2011.

As previous estimates had indicated, the provision of the City’s Bulk Waste services represents 57% (or \$3,435,955) of the total costs within the Solid Waste Program. This means the City’s Bulk Waste program is almost 3 times higher than the City’s General Fund subsidy level for FY2014. As will be highlighted again later in this report, the City’s Solid Waste Postal Survey showed results that indicated a majority of citizens only use the City’s Bulk Waste services 0 to 1 times per month. The City currently provides Bulk Waste pickup every week to customers allowing 2 front end loader buckets for no charge and \$25 for each additional bucket of bulk waste collected. Only 8% of the statistically significant postal mail survey respondents indicated they use the Bulk Waste service 2 times each month and less than 2%

FY2012 Solid Waste Program Cost breakdown



indicated they used the service 3 or 4 times. Staff is recommending reducing the number of free buckets collected from 2 to 1; increasing the fee for additional buckets from \$25 to \$30; and eliminating bulk waste at the City's drop off facility (See Page 29).

1. Program Information



a. Solid Waste Practices in Central Illinois

To offer insight into the City's Solid Waste Program and current services provided within, City staff conducted a regional survey in summer 2012 of nine municipalities all providing varying levels of Solid Waste services. The survey information represents an update and expansion of a similar community survey conducted in 2009. Through narrative summaries and a chart, it is designed to provide snapshots of how Bloomington and other Central Illinois cities handle refuse. The report should be viewed only as such and not as a comprehensive database of Central Illinois solid waste methods.

While community comparisons are made, the reader is cautioned: Because of differences in communities, the services offered, to whom it is offered, and the service providers, exact comparisons are elusive. It is the ultimate goal to provide a perfect comparison but differences confound this process. Some examples include, Bloomington will collect large household items up to two loader buckets without charge – per week – while Decatur will pick up five items total per year free of charge. Bloomington allows major apartment complexes to opt into curbside trash and recycling. No other city surveyed allows these businesses to opt into the service. Champaign and Urbana collect a fee and contract for recycling at large apartment complexes. No other surveyed community performs this service. What this survey will provide is a look at services offered by nine communities, costs to the residents and costs to city governments.

The most valued number – cost per household – proved the most elusive. Complicating any attempt at estimation for various cities is the fact that many of them provide services indirectly through contractors and only to houses and small apartments. Further, we were surprised to find that some cities do not track their services as well as Bloomington and Normal. Some officials elsewhere did not have available the total number of households served. (One city official provided an estimate, and a check with U.S. Census data showed that the estimate was greater than the total number of households in the city, let alone the total receiving that city's services.) In the report's chart, the number of "households" is the total households in a city as provided by the U.S. Census Bureau, and many of these households receive no municipal trash service; they live in apartment complexes and pay through their rent.

For this report, staff exclusively selected communities in Central Illinois because these cities generally share a culture and an economy, whereas communities in major metro areas such as Chicago or St. Louis operate in different economic climates. The Village of Morton was included even though it is much smaller than others because Morton frequently gets referenced during Bloomington City Council meetings. The following table represents a brief description of all the information gathered in the survey. The City of Bloomington's Solid Waste Program profile is provided following the table below and extensive narrative descriptions of other municipalities' solid waste program characteristics may be found in Appendix 1.a. on page 23.

City /Population/ Households (1)	Service Provider Residents Served	Garbage Service Details	Residential Recycling Details	Large Items	Yard Waste	Residential fees (2)	City Funding Gap (3)
Bloomington 76,610 pop 30,078 hhs	City crews, All houses & apts eligible. Multiple units may opt out.	Unlimited number of cans. Manual pickup. Phasing in automated system.	Curbside every other week. Switching to carts/automated pickup.	Unlimited curbside, picked up weekly. Includes some contractor materials.	Curbside, except grass. Grass, other yard waste accepted at drop site at no charge.	\$16/mo refuse fee.	\$1,500,000. (unaudited) FY 2012. (Also counts gravel alley maintenance and weed removal.)
						Lrg: \$25/bucket after 2nd bucket.	
Normal 52,497 pop 17,984 hhs	City crews, House & duplex-style homes only.	Tote carts required.	Automated curbside weekly replaces drop-off system. Some drop-off sites remain.	Curbside. Some drop-offs taken.	Curbside, except grass. Grass, other yard waste accepted at drop site at no charge.	\$12/ mo refuse fee.	\$2.1 million in current fiscal year.
						\$60/garbage cart (mandatory)	
						\$60/recycling cart (optional)	
Urbana 41,250 pop 15,666 hhs	Choice of 9 haulers. Fees unregulated. Houses & apts 4 units or fewer.	Details of service depend upon the hauler being used.	City contracts w/ 2 haulers -- one for apt. complexes not served by city trash contracts.	Haulers provide and set own rates.	Curbside up to haulers. Fall/Spring free leaf collection. Urbana drop-off takes all yard waste.	\$15 to \$57/mo refuse fee.	\$0. Self-funded
						\$2.50/mo recycling fee.	
						Yrd dropoff: \$8 to \$11/cubic yrd	
Champaign 81,055 pop 30,712 hhs	Choice of 9 haulers. Fees unregulated. Houses & apts 4 units or fewer. (2)	Details of service depend upon the hauler being used.	Haulers required to provide curbside w/trash service. City contracts for cart collection at apt complexes.	Haulers provide and own set rates.	Curbside up to haulers. Fall/Spring free leaf collection. Urbana drop-off takes all yard waste.	\$14 to \$40/mo refuse fee.	\$0. Self-funded
						\$2.60/mo for apt. recycling.	
						Yrd drop-off: \$8 to \$11/cubic yrd	
Decatur 76,122 pop 31,726 hhs	9 haulers assigned to areas. No choice of hauler. City sets fee. Houses & apts 6 units or fewer.	Haulers take 96-gal carts at curb weekly.	Haulers must provide curbside collection of recycling tote carts.	5 household items per year taken by hauler w/out charge. Exception: \$25 for Freon removal.	Private haulers must provide curbside.	\$14.50/ mo. for 1 cart. \$17.50 for 2.	\$2 million over three fiscal years ending in current year for tote carts.
						\$2.50/mo recycling fee.	
						\$1/mo for landscape waste.	
Peoria 115,007 pop 46,849 hhs	Contract with PDC. Houses & apts 4 units or fewer.	Unlimited curbside. Use of tote carts optional.	Monthly tote collection by PDC.	Unlimited for household items only, but not if piled onto curb. Contractor material excluded.	Curbside at no extra fee to household.	\$13/mo. refuse fee.	\$0. Self-funded
						\$50 deposit for recycling tote.	

City / Population / Households (1)	Service Provider/ Residents Served	Garbage Service Details	Residential Recycling Details	Large Items	Yard Waste	Residential fees (2)	City Funding Gap (3)
Springfield 116,250 pop 50,405 hhs	Choice of 4 haulers. City utility sets fee. Houses & apts 4 units or fewer.	Services vary by company. Cost increases after 1st 95-gallon can.	Haulers must provide. Picked up in 15-gallon bins.	One free pickup per year with max 3 items, only one of which may contain Freon.	Curbside taken if stickers used. Fall/Spring free collections.	\$11.75/mo for 1 cart. \$14.25 for 2. 50-cent/mo. recycling fee. \$1.50 per yard waste sticker.	\$330,000 to \$380,000 in current fiscal year.
Pekin 34,094 pop 14,044 hhs	City crews. Houses & apts 4 units & fewer.	Unlimited cans. Cart pickup with hydraulic lift.	Weekly collection of bins.	Curbside weekly.	Provided by the city.	No fees for refuse or bulk. \$40 to \$60 for garbage totes. \$8 for recycling bins.	\$1.2 million per year.
Morton 16,267 pop 6,462 hhs	Contract with PDC (Grimm Brothers) Residences 4 units and less. 4-plexes may opt out.	Weekly curbside pick w/ cans and/or carts. Co. maintains ownership of carts. Village sets rates.	Curbside every other week. 18-gal bins or 65-gal cart.	Billing per item w/ stickers. Example: \$15 for couch, \$2.70 for smallest items.	Curbside, including grass. \$2 per 32-gal bag or can. Free spring/fall drop-offs.	\$11.50/mo for 65-gal cart and./or... ...\$2.70/ sticker 32-gal can. \$2.50/mo rental for carts.	Village pays \$37,000 plus labor for seasonal yard waste drop-off; county grant of \$22,500 offsets.

(1) U.S. Census Bureau. Total Households, not just those served directly by city services.

(2) Differences in services provided and to whom it provided prevent exact comparison of service fees.

(3) Total spending by city government not covered by waste- or recycling-related fees, taxes or other revenue.

*Data collected in summer 2012 does not include changes in service/fees since then

Bloomington

(*Updated, summer 2013)

Users: The City of Bloomington is the most inclusive of the nine communities spotlighted in terms of providing service and it has a reputation statewide for its wide breath of services. Communities commonly exclude service to apartment complexes with more than 4 units. Bloomington allows apartment complex owners to opt-in for the full array of services. In Bloomington, mobile home parks are served; some communities surveyed exclude this service. Businesses must attend to their own collection needs in all the surveyed communities.

Transition: In FY 2012, the City purchased four automated recycle trucks costing \$290,396 per vehicle for a total investment of \$652,158. By November of 2012, the City successfully completed the conversion to fully automated curbside recycle collection having deployed 17,679 recycle carts and commenced operations with the new vehicles. In May of 2012 (FY2013) two additional automated trucks were purchased with an optional left side automated arm for the ability to pick up carts on one way streets. In December 2012, the City Council authorized the purchase of 5 automated garbage trucks for a total investment of \$1,478,985. These vehicles will enable the City to complete the transition to a hybrid automated curbside garbage collection system with the retention of one manual collection crew with a rear loader vehicle and three staff members for routes which present challenges for automated vehicles. The new trucks are expected to arrive this August. Implementation of the new vehicles will be contingent upon future direction by Council. It is important to note that with this new equipment, the City will have only enough automated trucks to satisfy each collection route. The City does not have a backup automated vehicle to put into service in case one of these vehicles should need repair. Staff plans to bring to Council a request to purchase an additional automated vehicle for these situations.

Funding Gap: The City uses General Fund revenue to subsidize part of the cost of providing solid waste services rather than placing the entire cost on the users. FY2011 required a \$1,767,775 General Fund transfer to solid waste operations. FY2012 required \$1,500,000 from the General Fund and FY 2013 required \$1,304,000. In FY2014, the City has budgeted \$1,304,000 to be transferred out of the General fund to support solid waste operations. If the City is to eliminate this General Fund subsidy, certain changes will need to be made to current service levels and/or fees will need to be increased.

User fee: In 2012, the City Council increased the refuse fee from \$14 to \$16 per month per household, and city staff continues to examine ways to reduce the general revenue subsidy while maintaining service at a high level and at an attractive price to residents. The subsidy has dropped over the past decade as residents were asked to pay more directly, through user fees; the residential fee was \$5 in 2003. Automation marks one step in realizing efficiency. The actual impact of automation to the City's Solid Waste Fund is still too difficult to predict. It should reduce the number of workers needed for garbage detail, enabling the city to use them on other tasks. Safer conditions for employees and fewer worker compensation costs are also an expected result of this transition. Additional savings could also be realized if the City Council chose to discontinue City service to large apartment complexes (issue discussed in greater detail later in this report). With these savings also comes the higher capital expense for the vehicles. Future analysis must weigh the revenue gains experienced, both direct and indirect, with the capital investments.

Curbside household trash collection: The city intends to phase-in automated curbside collection. The trucks use mechanical arms to pick up city issued carts, just as was done with recycling carts. The automated system uses one person per truck as opposed to three-person teams who perform manual trash collection. The city will require cart usage within the affected routes. For an extended time, Normal had made the use of carts optional, and once it became mandatory the town noticed a dramatic increase in work efficiency.

Curbside recycling: The use of small recycling bins enabled fairly effective curbside recycling in Bloomington, but not without problems and limitations. The size of the bins was limiting and the lack of a top covering resulted in weather contamination and spilling of material onto the ground. Collecting the bins was

labor intensive. The city used a one-person truck and that worker was constantly starting, stopping, getting in, getting out, and dumping by hand. The city switched to 95-gallon and 65-gallon recycling carts in November 2012. The carts have lids and wheels for cleaner storage and easy movement. The carts are now collected with trucks equipped with mechanical arms, making collection efficient, effective, safe and clean. Like the bins, the carts allow for single stream collection, meaning the resident need not separate recyclables by type. Collection is every other week. The city is issued one cart per household at no added expense to residents (and \$60 per cart thereafter). The goal was to ensure universal access and maximum participation. While this means the up-front costs were shouldered by the city budget, an obvious offset is that more recycling means less use of limited and expensive landfill space. Midwest Fiber pays the city for the recycled material based on the commodity markets at the moment. Prices fluctuate widely, but the curbside program always provides some revenue to offset costs and spares the city and residents the \$44.44 per ton landfill fee for that material.

Drop-off recycling: The city also collects recyclables from drop sites at more than 40 locations. They are school, government offices, the downtown and Illinois Wesleyan off-campus fraternities and sororities.

Curbside large items: This refers to items such as couches that do not fit into garbage containers. It is sometimes confused with “bulk,” but bulk items also include yard waste such as branches. Residents are allowed to leave large items on the curb. Pickup is weekly.

Curbside yard waste: The city picks up landscape waste, such as limbs and bush clippings, but not grass clippings, at no added cost to residents. It collects leaves with a vacuum machine during the spring and fall.

Drop-site large items, grass: The city runs a drop-off site on East Street across from the Public Works building. There, residents may dispose of appliances and landscape waste. Here and only here will the city accept grass clippings. The site accepts up to two loads from a front-end loader per household per visit without charge. Contractors are excluded. The City also offers curbside yard waste collection and during the regular leaf collection season in late fall staff utilizes 6 leaf vacuum trucks for leaf collection. The City owns a total of 8 vacuum trucks and utilizes 6 of the trucks on a regular basis during normal collection seasons.

Landfill: The city contracts jointly with Normal to dispose of household waste at the west-side McLean County Landfill at a cost of \$44.44 per ton. The facility is owned/operated by Allied Waste (aka Republic). The contract expires in 2014 and staff anticipates bidding the contract. At the current disposal rate of about 425 tons per day and barring expansion, the landfill is expected to run out of space in 2016.

Descriptive narratives of the eight other municipalities surveyed may be found in Appendix 1.a. on page 39.

Upon review of the information presented in the above survey, Council asked staff to include information specific to snow removal services and the manner in which municipalities provided the service. The following survey includes information specific to snow removal operations.

City /Population/ Households (1)	Solid Waste Approach	Snow & Ice Removal Approach	Service Area ¹	Privatization Considered	Capital Assets
Bloomington 76,610 pop 30,078 hhs	City crews, All houses & apts eligible. Multiple units may opt out. Bloomington does not require commercial haulers to provide recycling services.	All snow removal activities are completed by City employees.	800 lane miles	Currently under consideration	5 End Loaders with Plows 2 Backhoes with Plows 26-8 Ton Dump Trucks 5-1 Ton Dump Trucks with Plow and Spreader 2-4WD Pickups with Plow
Normal 52,497 pop 17,984 hhs	City crews, House & duplex-style homes only. Normal does not require commercial haulers to provide recycling services.	The town completes most snow removal. A private contractor is used to plow the McLean County Nursing Home.	432 centerline miles	No. The Town is considering making McLean County Nursing home snow removal an in house service.	21 pieces of snow removal equipment available.
Champaign 81,055 pop 30,712 hhs	Choice of 9 haulers. Fees unregulated. Houses & apts 4 units or fewer. The City requires commercial haulers to provide recycle services by ordinance.	Snow removal provided in house. Private contractors are called in extreme situations.	About 300 centerline miles	No.	14 Snow plow trucks
Decatur 76,122 pop 31,726 hhs	9 haulers assigned to areas. No choice of hauler. City sets fee. Houses & apts 6 units or fewer. Decatur requires haulers provide recycle services to residences but does not require commercial haulers to provide recycling. Solid waste services have been provided by private entities for over 50 years.	All snow removal services are provided in house.	About 800 lane miles	Yes. The City determined that complete privatization is not likely.	23-Heavy duty snow plows 8-Medium & light duty snow plows 6-Loaders & misc. equipment
Peoria 115,007 pop 46,849 hhs	Contract with PDC. Houses & apts 4 units or fewer.	Private contractors are used for residential street and City employees remove snow from all other areas.	480 centerline miles	The 2007-2008 snow season was the first that was partially privatized.	28 - 7 Ton Vehicles 2 - 10 Ton Vehicles 12 - 1 Ton Vehicles 3 - Caterpillar Backhoes 3 - Loaders

¹ Centerline Miles measure the total length of a given road from its starting point to its end point, ignoring the number and size of the lanes on the given road. Lane Miles are calculated by multiplying the center lane mileage of a road by the number of lanes it has. Lane mileage provides a total amount of mileage covered by lanes belonging to a specific road.

City /Population/ Households (1)	Solid Waste Approach	Snow & Ice Removal Approach	Service Area ¹	Privatization Considered	Capital Assets
Springfield 116,250 pop 50,405 hhs	Choice of 4 haulers. City utility sets fee. Houses & apts 4 units or fewer. The City has utilized private haulers since the late 1950's.	City service. Private contractors are called when storms produce 10 or more inches of snow.	386 centerline miles	No	Listed on an internal document that is shared only with the department
Pekin 34,094 pop 14,044 hhs	City crews. Houses & apts 4 units & fewer.	City Service. In rare events, contractors are used to clear alleys.	Not provided	No	11- Front line trucks 3- Spare trucks 1- Cat wheel loader 1- Truck mounted spreader 1- Truck mounted with anti-icing system
Morton 16,267 pop 6,462 hhs	Contract with PDC (Grimm Brothers) Residences 4 units and less. 4-plexes may opt out.	Village service. In extreme events private contractors are hired to assist with snow removal.	250-300 lane miles	No	9-Trucks 2- Tractor/loader/backhoes
Urbana 41,250 pop 15,666 hhs	Choice of 9 haulers. Fees unregulated. Houses & apts 4 units or fewer. City requires private haulers by ordinance to provide recycling options to customers.	Street snow removal is completed in house. A private company assists with parking lots.	250-300 lane miles	Yes but the City determined that they could provide the service at a lesser cost.	6- Dump truck snow plows 1 Tandem dump truck Plow 3- Backhoes 4- 1 ton snow plows 3- End loaders 1- Grader 2- Skid Steer 1- Riding snow blower with attachments 2- Pickup trucks with plows

¹ Centerline Miles measure the total length of a given road from its starting point to its end point, ignoring the number and size of the lanes on the given road. Lane Miles are calculated by multiplying the center lane mileage of a road by the number of lanes it has. Lane mileage provides a total amount of mileage covered by lanes belonging to a specific road.

Descriptive narratives of the eight other municipalities surveyed may be found in Appendix 1.a. on page 40.

b. Workload Performance Data

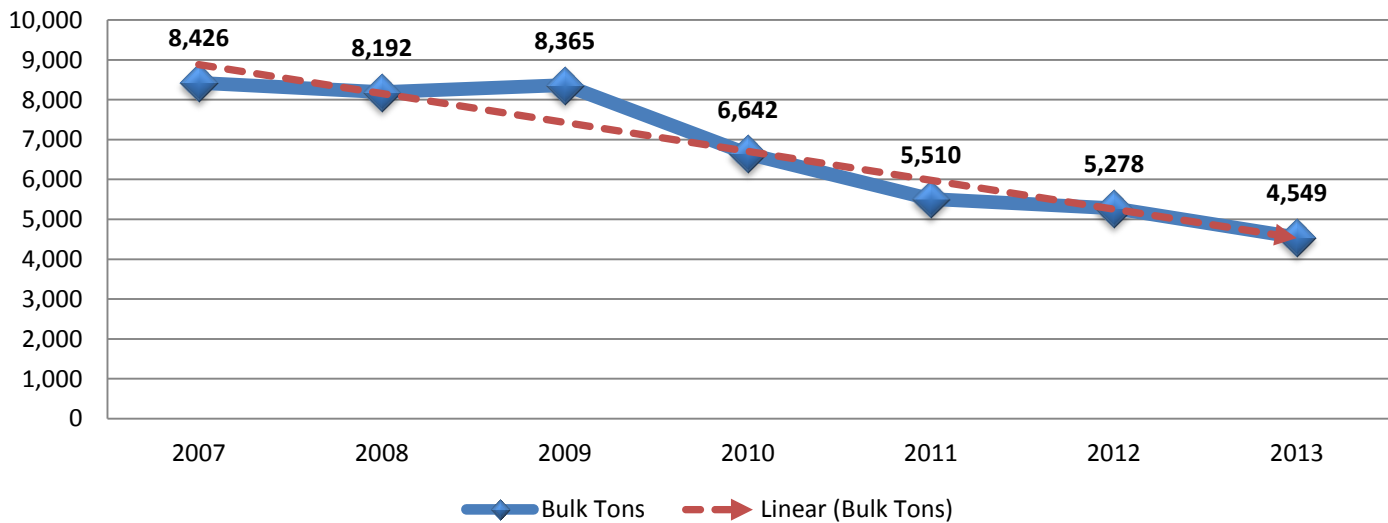
Updated from First Interim Report

Bloomington's Solid Waste Division has tracked workload performance data in four key service areas dating back to 2006. The results of this information reveal trends within the program and provide some insight into the changing dynamic of the service delivery and operating policies. The performance data recorded by the Solid Waste Division includes the collection of bulk items, refuse/household wastes, recycle materials, and street sweeping services. The following statistics are an update from the information shared in the First Interim Report with the inclusion of FY2013 workload data.

Bulk collection displays a declining trend in the volume of materials collected. While landfill fees continue to rise annually for the City, this is a positive indication that the volume of materials being transported and

disposed of utilizing City resources may continue to decline. This reduction in volume may be attributed to a couple factors. In December 2009, the City changed its policy regarding the collection of bulk waste amending an unlimited bulk curbside collection to a maximum 2 front end loader buckets per residence per week without extra charge and a fee of \$25 for each additional bucket. This policy change resulted in \$34,367 in additional revenue from bulk collection services in FY 2011. The policy change also included an elimination of free collection of sod, dirt, concrete, rock, and shingles. This material gets extremely heavy, and landfill fees are paid by the ton. Instead residents may contact the Solid Waste Division to receive a quote for removal of the materials which will cover the expense to collect and dispose of the debris. This may have also contributed to the 46.01% overall reduction in bulk waste from FY2007 to FY2013.

Total Bulk Tons

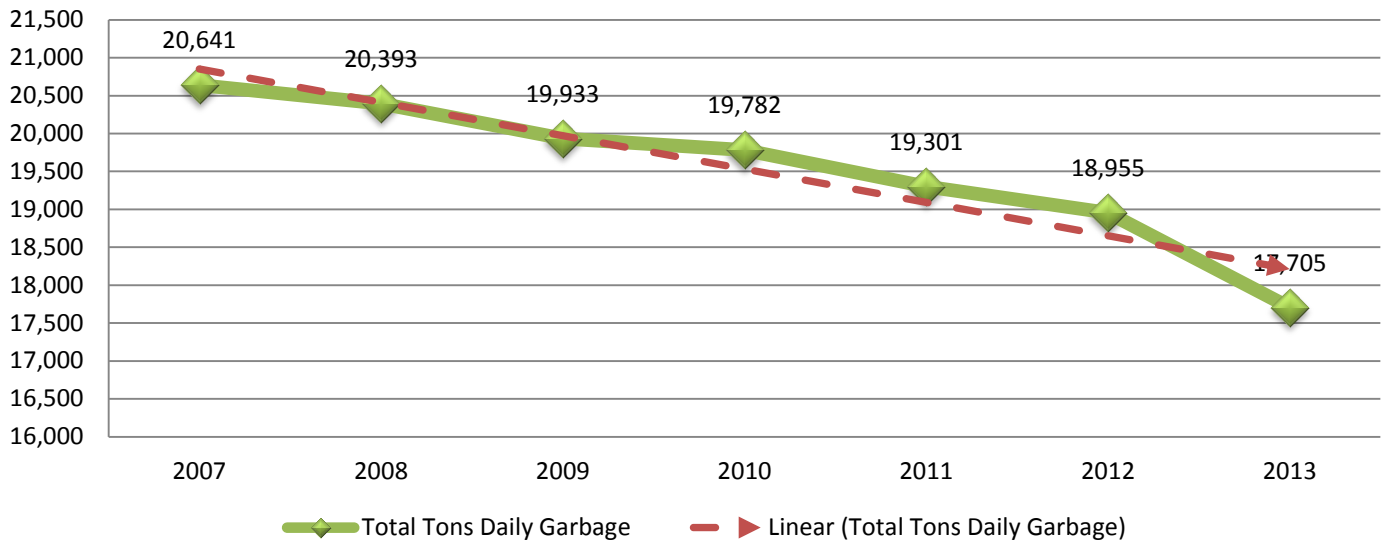


Bulk Tons

	Bulk Tons FY 2007	Bulk Tons FY 2008	Bulk Tons FY 2009	Bulk Tons FY 2010	Bulk Tons FY 2011	Bulk Tons FY 2012	Bulk Tons FY 2013	3 Year Average Pct Chg	6 Year Average Pct Chg	FY 2007 to FY 2013 Pct Chg
Crew										
Crew 1	1,793	1,782	1,918	1,172	1,120	1,040	1,086	-2.39%	-7.69%	-39.44%
Crew 2	2,019	1,930	1,990	1,530	1,130	1,089	1,129	-8.71%	-9.22%	-44.09%
Crew 3	2,108	2,061	1,987	1,765	1,373	1,282	1,230	-10.96%	-9.53%	-41.66%
Drop Off Facility	2,505	2,419	2,471	2,175	1,888	1,868	1,104	-18.39%	-13.00%	-55.92%
Total Bulk	8,426	8,192	8,365	6,642	5,510	5,278	4,549	-11.69%	-10.71%	-46.01%

Household refuse has also experienced a decline in tonnage with a 14.22% decrease from FY2007 to FY2013. This may in part be attributed to the City’s recycling initiative which has experienced continual growth in participation rates in recent years.

Total Tons Daily Garbage

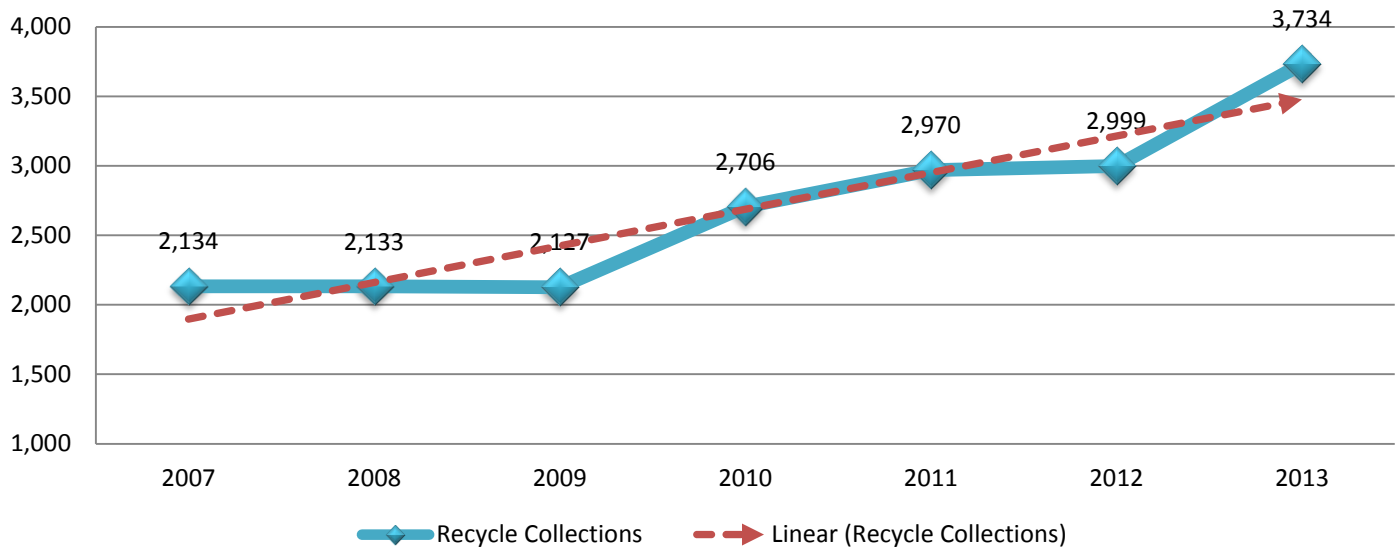


Total Tons Daily Garbage

	Total Tons FY 2007	Total Tons FY 2008	Total Tons FY 2009	Total Tons FY 2010	Total Tons FY 2011	Total Tons FY 2012	Total Tons FY 2013	3 Year Average Pct Chg	6 Year Average Pct Chg	FY 2007 to FY 2013 Pct Chg
Weekday										
Monday	4,725	3,907	3,972	3,878	3,919	3,656	3,517	-3.15%	-2.03%	-25.56%
Tuesday	4,228	3,251	3,194	3,364	3,907	3,894	3,643	3.12%	2.59%	-13.84%
Wednesday	3,668	4,589	4,385	4,209	3,468	3,430	3,200	-8.47%	-6.77%	-12.77%
Thursday	4,216	3,977	3,886	4,056	4,236	4,126	3,877	-1.39%	-0.42%	-8.05%
Friday	3,803	4,669	4,497	4,275	3,772	3,850	3,468	-6.54%	-5.65%	-8.80%
Total Year	20,641	20,393	19,933	19,782	19,301	18,955	17,705	-3.61%	-2.77%	-14.22%

Recycle collection has experienced the greatest rate of change rising 74.98% in collection tonnage from FY2007 to FY2013. Staff expects this number to continue to increase as citizens continue to enroll in the City's recycle program which commenced automated service in November 2012. Increases in the number of citizens participating in the recycling program have decreased the amount of money charged to the City for landfill tipping fees. In FY2013, the City saved \$161,121 in landfill tipping fees due to recycle collection efforts. From FY2007 to FY2013, the City experienced a 74.98% increase in savings due to recycle participation rates and landfill fees. The City contracts with Republic Services for landfill services and has an annual increase of 4% built into the contract which expired in March. The City renewed a contract a contract with Republic Services in February 2013 for a one year term. Citizens utilizing recycling services will save the City \$44.44 per ton in landfill tipping fees for FY 2014. As of May 2013, the City's recycling program has a participation rate of 67%.

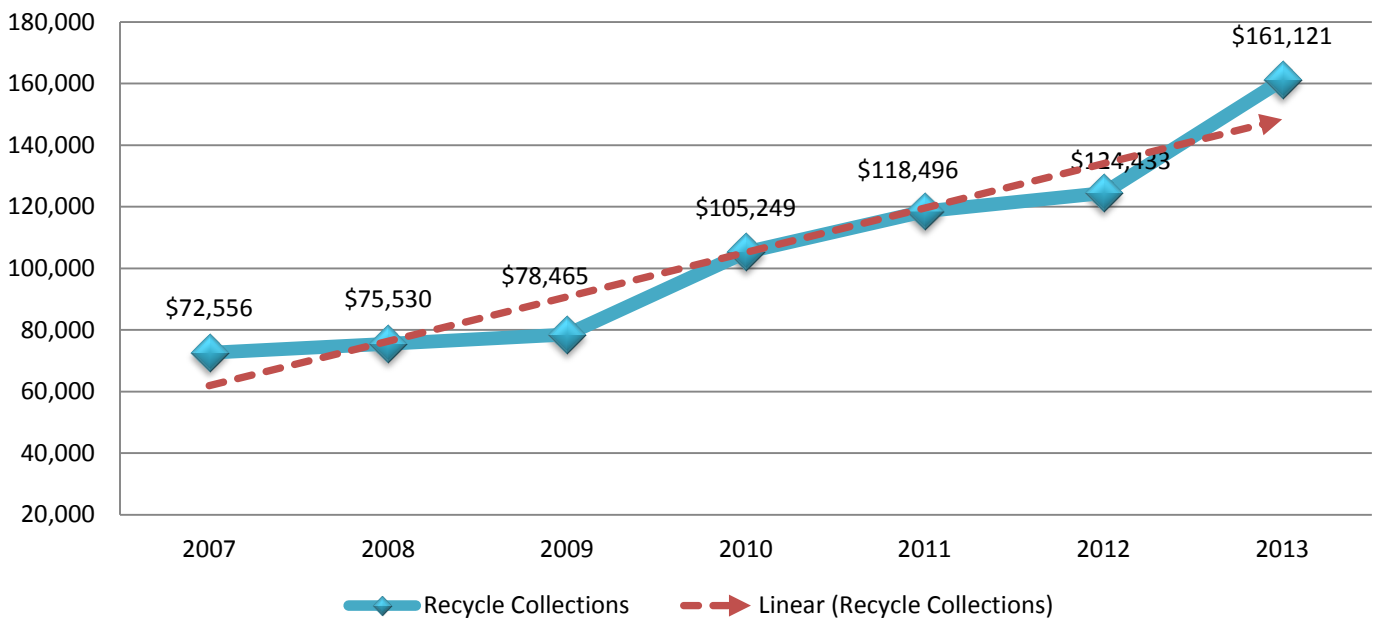
Total Tons Recycle Collection



Recycle Collections

	Total Tons FY 2007	Total Tons FY 2008	Total Tons FY 2009	Total Tons FY 2010	Total Tons FY 2011	Total Tons FY 2012	Total Tons FY 2013	3 Year Avg Pct Chg	6 Year Avg Pct Chg	FY 2007 to FY 2013 Pct Chg
Tons	2,134	2,133	2,127	2,706	2,970	2,999	3,734	11.74%	12.44%	74.98%
Landfill Savings	\$72,556	\$75,529	\$78,465	\$105,249	\$118,495	\$124,432	\$161,120	15.69%	17.02%	122.06%

Landfill Savings Due To Recycle Collection



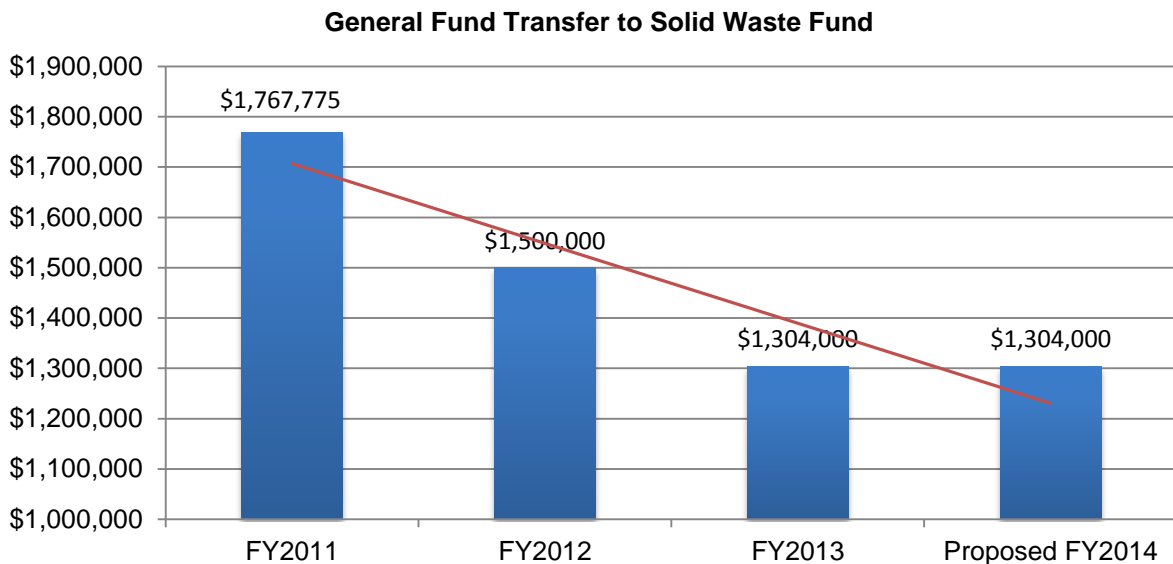
Landfill Costs

	Total Tons FY 2007	Total Tons FY 2008	Total Tons FY 2009	Total Tons FY 2010	Total Tons FY 2011	Total Tons FY 2012	Total Tons FY 2013	FY 2007 to FY 2013 Pct Chg
Garbage	20,641	20,393	19,933	19,782	19,301	18,955	17,705	-14.22%
Bulk	8,426	8,192	8,365	6,642	5,510	5,278	4,549	-46.01%
Landfill Tipping Fee Rate	\$34.00	\$35.41	\$36.89	\$38.89	\$39.90	\$41.49	\$43.15	26.91%
Total Year	\$988,256	\$1,012,195	\$1,043,905	\$1,027,632	\$989,976	\$1,005,445	\$960,251	-2.83%

Further workload performance data may be found in Appendix 1.b. on page 51.

c. Cost Analysis

In the Fiscal Year ending April 30, 2011, the City changed its accounting policies to establish the Solid Waste Fund, an enterprise fund used to account for the solid waste services provided by the City. The goal for removing Solid Waste operations from the General Fund to an Enterprise fund was for the Solid Waste Program to become self-supporting. This has been a long term goal and has not been successfully achieved. Costs for providing solid waste services have continued to exceed the amount of fees collected by the City under the City's current fee structure and service levels provided. The table below represents the City's subsidy levels from the City's General Fund to the Solid Waste Enterprise fund from FY 2011 to the adopted FY 2014 Budget.



Transfers from the general fund have decreased 26.23% since the transition of the Solid Waste Program to an enterprise fund in FY 2011. This reduction may be in part due to several organizational and operational changes to the program. Over the past 3 years the City has experienced an average increase of 17.15% in recycle participation amongst residents which reduces the landfill tipping fees charged to the Solid Waste Fund. The 2009 policy implementation regarding the collection of bulk waste has also contributed to additional revenue for the program by requiring residents to pay \$25 per bucket load when exceeding the two bucket load limit per week. The policy change also eliminated the free collection of sod, dirt, concrete, rock, shingles, and other construction related materials generated by private contractors which may have contributed to the 37.36% decrease in bulk waste collected from 2006 to 2011. This policy change resulted in \$34,367 in additional revenue in FY 2011 \$29,029 in FY 2012, and a projected \$23,587 in FY 2013. The Solid Waste Fund has also

been affected by higher fuels costs in recent years which are being offset through the purchase of new and more fuel efficient equipment.

Utilizing FY2012 Solid Waste Program operational costs, City staff identified the costs associated with providing each service within the Solid Waste Program. The table below represents a breakdown of the amount of personnel days dedicated to performing a function within the Solid Waste Program in FY2012.

Solid Waste Allocation of Days per Personnel

Position	Bulk Waste	Garbage	Recycle	Yard	Street Sweeping	Snow	Snow OT	Snow Holiday	Total Days
Laborer - Solid Waste	186	46	-	-	-	-	-	-	232
Laborer - Solid Waste	184	47	-	9	1	1	-	-	242
Truck Driver - Solid	216	3	-	1	-	2.5	-	0.5	223
Heavy Machine Operations- Solid	221	-	-	-	-	1	2	-	224
Truck Driver - Solid	214	-	-	1	7	1	2	1	226
Laborer - Solid Waste	192	22	-	14	-	2	-	-	230
Laborer - Solid Waste	196	20	-	-	-	2	1	0.5	219.5
Truck Driver - Solid	202	2	1	-	1	4.5	1	0.5	212
Truck Driver - Recycle	74	-	158	-	-	-	1	-	233
Truck Driver - Solid	213	9	-	-	1	5	3	0.5	231.5
Truck Driver - Recycle	-	-	228	-	-	-	-	-	228
Superintendent Solid Waste	-	-	-	-	-	-	-	-	0
Solid Waste Truck Driver	-	224	-	-	-	0.5	-	-	224.5
Laborer - Solid Waste	179	47	-	-	-	-	-	-	226
Laborer - Solid Waste	147	67	1	13	2	1	1	-	232
Truck Driver - Recycle	66	35	4	99	-	-	-	-	204
Truck Driver - Solid	209	14	3	-	-	-	2	1	229
Truck Driver - Solid	214	5	1	-	-	2.5	0.5	-	223
Truck Driver - Solid	221	-	-	3	-	5.5	1	1	231.5
Assistant Superintendent Solid Waste	-	-	-	-	-	-	-	-	0
Laborer - Solid Waste	115	103	2	-	-	-	1	-	221
Laborer - Solid Waste	15	62	147	-	-	-	-	-	224
Solid Waste Truck Driver	-	200	-	-	-	-	-	-	200
Truck Driver - Solid	195	4	36	-	-	-	2	-	237
Truck Driver - Solid	142	13	24	15	-	4.5	2.5	-	201
Solid Waste Truck Driver	2	231	-	3	-	-	1	-	237
Truck Driver - Solid	179	-	-	8	31	5.5	2	0.5	226
Solid Waste Truck Driver	-	204	3	-	-	-	-	-	207
Truck Driver - Solid	166	5	56	-	-	2.5	1	0.5	231
Heavy Machine Operations- Solid	134	59	-	-	-	1.5	3	0.5	198
Laborer - Solid Waste	168	14	-	4	-	-	-	-	186
Truck Driver - Solid	222	8	-	-	-	3.5	2	0.5	236
Laborer - Solid Waste	181	42	-	-	-	1	-	-	224
Truck Driver - Recycle	13	-	202	-	-	-	-	0.5	215.5
Solid Waste Truck Driver	-	152	-	47	-	-	-	-	199
Truck Driver - Solid	129	7	-	52	-	-	-	-	188
Laborer - Solid Waste	66	67	-	30	-	-	-	-	163
Solid Waste Truck Driver	97	109	-	-	-	-	-	-	206
Laborer - Solid Waste	39	173	-	-	-	-	-	-	212
Heavy Machine Operations- Solid	213	-	-	-	-	2	-	-	215
Sub-Total:	5,010.00	1,994.00	866.00	299.00	43.00	49.00	29.00	7.50	8,297.50
Percentage:	60.38%	24.03%	10.44%	3.60%	0.52%	0.59%	0.35%	0.09%	100.00%

FY 2012

Solid Waste Operations

	Alley Maintenance		Bulk Waste		Garbage		Brush & Leaf Collections		Recycle		Street Sweeping		Unspecified	
Revenues														
Bucket Charge	\$	(29,029)	\$	-	\$	(29,029)	\$	-	\$	-	\$	-	\$	-
Refuse Fee	\$	(4,284,477)	\$	-	\$	-	\$	(4,284,477)	\$	-	\$	-	\$	-
Other Penalty	\$	(116,460)	\$	-	\$	-	\$	(116,460)	\$	-	\$	-	\$	-
Other Miscellaneous Revenue	\$	(138,763)	\$	-	\$	(254)	\$	-	\$	-	\$	(138,507)	\$	-
From General Fund	\$	(1,500,000)	\$	(16,661)	\$	(479,737)	\$	-	\$	(358,686)	\$	(416,170)	\$	(191,049)
	\$	(6,068,728)	\$	(16,661)	\$	(509,020)	\$	(4,400,937)	\$	(358,686)	\$	(554,677)	\$	(191,049)
	\$		\$		\$		\$		\$		\$		\$	
Expenditures														
Salary Full Time	\$	1,987,290	\$	-	\$	1,199,919	\$	477,572	\$	71,612	\$	207,411	\$	10,299
Salary Seasonal	\$	267,294	\$	-	\$	161,391	\$	64,234	\$	9,632	\$	27,897	\$	1,385
Salary Over Time	\$	105,222	\$	-	\$	63,533	\$	25,286	\$	3,792	\$	10,982	\$	545
Other Salry	\$	(139)	\$	-	\$	(84)	\$	(33)	\$	(5)	\$	(15)	\$	(1)
Dent Insurance	\$	15,494	\$	-	\$	9,355	\$	3,723	\$	558	\$	1,617	\$	80
Vision Insurance	\$	2,817	\$	-	\$	1,701	\$	677	\$	102	\$	294	\$	15
BCBS 400	\$	308,413	\$	-	\$	186,219	\$	74,116	\$	11,114	\$	32,189	\$	1,598
HAMP-HMO	\$	48,285	\$	-	\$	29,154	\$	11,604	\$	1,740	\$	5,039	\$	250
Group Life Insurance	\$	1,634	\$	-	\$	986	\$	393	\$	59	\$	170	\$	8
RHS Contributions	\$	3,037	\$	-	\$	1,834	\$	730	\$	109	\$	317	\$	16
IMRF	\$	326,070	\$	-	\$	196,880	\$	78,359	\$	11,750	\$	34,032	\$	1,690
Social Security Medicare	\$	179,458	\$	-	\$	108,356	\$	43,126	\$	6,467	\$	18,730	\$	930
Medicare	\$	3,868	\$	-	\$	2,335	\$	929	\$	139	\$	404	\$	20
Workmans Compensation	\$	(4,038)	\$	-	\$	(2,438)	\$	(970)	\$	(145)	\$	(421)	\$	(21)
Uniform Allowance	\$	22,800	\$	-	\$	13,767	\$	5,479	\$	822	\$	2,380	\$	118
LIUNA Pension	\$	138	\$	-	\$	83	\$	33	\$	5	\$	14	\$	1
Other Benefits	\$	75,422	\$	-	\$	45,540	\$	18,125	\$	2,718	\$	7,872	\$	391
	\$	3,343,065	\$	-	\$	2,018,530	\$	803,383	\$	120,467	\$	348,912	\$	17,325
	\$		\$		\$		\$		\$		\$		\$	
Other Professional & Technical Services														
Technical Services	\$	9,500	\$	-	\$	5,736	\$	2,283	\$	342	\$	992	\$	49
Repair Maintenance Vehicle	\$	412,289	\$	5,921	\$	176,007	\$	108,472	\$	3,870	\$	56,316	\$	61,703
Temporary Services	\$	712	\$	-	\$	430	\$	171	\$	26	\$	74	\$	4
Landfill Fees	\$	1,096,332	\$	-	\$	795,737	\$	300,595	\$	-	\$	-	\$	-
Leaf Disposal Fee	\$	7,560	\$	-	\$	-	\$	-	\$	7,560	\$	-	\$	-
Solid Waste Education	\$	200	\$	-	\$	-	\$	-	\$	-	\$	200	\$	-
Purchased Services	\$	216,033	\$	-	\$	489	\$	178	\$	210,723	\$	4,490	\$	-
Workers Compensation														
Premium	\$	6,433	\$	-	\$	3,884	\$	1,546	\$	232	\$	671	\$	33
Liability Premium	\$	7,615	\$	-	\$	4,598	\$	1,830	\$	274	\$	795	\$	39
Property Insurance Premium	\$	3,316	\$	48	\$	1,415	\$	872	\$	31	\$	453	\$	496
Worker's Compensation														
Claim	\$	108,656	\$	-	\$	24,316	\$	37,574	\$	1,451	\$	4,203	\$	40,696
Liability Claim	\$	1,726	\$	-	\$	1,042	\$	415	\$	62	\$	180	\$	9
Properly Claim	\$	1,442	\$	21	\$	616	\$	379	\$	14	\$	197	\$	216
Vehicle Claim	\$	18,456	\$	266	\$	7,877	\$	4,856	\$	173	\$	2,521	\$	2,763
Insurance Administration	\$	22,150	\$	-	\$	13,374	\$	5,323	\$	798	\$	2,312	\$	115
Fuel	\$	267,392	\$	6,317	\$	132,269	\$	68,373	\$	2,344	\$	34,202	\$	23,888
Other Supplies	\$	2,927	\$	-	\$	1,767	\$	703	\$	105	\$	305	\$	15
Lease Int	\$	37,128	\$	-	\$	-	\$	-	\$	-	\$	37,128	\$	-
Depreciation	\$	284,744	\$	4,089	\$	121,558	\$	74,915	\$	2,673	\$	38,894	\$	42,614
To General Administration	\$	209,194	\$	-	\$	126,311	\$	50,272	\$	7,538	\$	21,833	\$	1,084
	\$	2,713,804	\$	16,661	\$	1,417,425	\$	658,759	\$	238,218	\$	205,766	\$	173,725
	\$		\$		\$		\$		\$		\$		\$	
Total Expenditures	\$	6,056,869	\$	16,661	\$	3,435,955	\$	1,462,143	\$	358,686	\$	554,678	\$	191,049
Percent of costs		100%		0.28%		56.73%		24.14%		5.92%		9.16%		3.15%
														0.62%

The chart above represents the financial activity of the City of Bloomington Solid Waste Fund in FY 2012. Similar to most business oriented financial transactions; this fund collects revenue and disburses funds in accordance with the cost of operations. The following paragraphs will provide a brief synopsis on the methodology employed to compile the data within the Solid Waste Operations chart.

Revenue - Similar to Enterprise Funds operated by Local Governments throughout Illinois, the primary source of revenue for the Solid Waste Fund are user fees. However, user fees have been unable to offset the entire operations and thus, the City's General Fund has made a direct and annual financial transfer to support the Solid Waste operations. This transfer has supported the operations of this fund in addition to the capital necessities based upon the replacement of worn and outdated equipment. For example, in FY 2012 and FY 2013, the City purchased 11 automated refuse trucks, at an average of \$300,000 each, to collect the garbage and recycling within the City. Additionally, the City will spend approximately \$2,000,000 to purchase and distribute recycling and garbage carts to City residents. These purchases are a significant and costly investment to improve and enhance the efficiency of solid waste operations within the City.

Revenue within the chart has been allocated across six programs (street sweeping, recycling, brush & leaf collections, alley maintenance, garbage collections and bulk collections) which operate within the Solid Waste Fund. The revenue within the table is based upon actual collections from May 1, 2011 to April 30, 2012. From the actual solid waste fee to bucket charges and even revenue obtained from recycling commodities; revenue is allocated in accordance with the area which generates the revenue. This allocation has been relatively simple since the City tracks the revenue on a program basis. In terms of the annual General Fund transfer, the allocation has been assigned to permit the non-garbage functions to break even in terms of revenue vs. expenditure. The transfer has been apportioned in the following order: street sweeping, recycling, brush & leaf collections, alley maintenance, and bulk collections.

Expenses – The expenses within the Solid Waste Fund are separated between payroll and operational expenses. Payroll expenses include those expenses which are paid to City employees. These expenses can include full time salaries and benefits such as the City's portion of Social Security and pension contributions. Operational expenses include payments to offset a significant expenditure such as landfill fees to the purchase of commodities (fuel, etc.) and services such as casualty insurance payments and vehicle repair. Additionally, the City has included the annual interest paid on the vehicle capital lease, equipment depreciation and a transfer to the General Fund to offset administrative cost allocated to the Solid Waste Fund. The following paragraphs will take a closer look at the payroll and other expenses related to the Solid Waste Fund.

As mentioned in the prior paragraph, the payroll expenses are items which are accounted for within the City's general ledger to track payroll and benefit salaries. From these line items, the City pays full-time, seasonal and overtime salaries in addition to the City's portion of medical insurance, pension and federal taxes. Other payroll expenses which are paid from these line items are specified within the labor contract and these expenses include shoe allowances and sick leave buyback payouts which eligible employees receive upon retirement from the City. The allocation across the six programs was challenging since the City does not specifically identify employee tasks through a time keeping system. To accomplish this task, the City used job assignment sheets which are maintained by Solid Waste supervisors to determine the area each employee was scheduled to work within on a daily basis. Once this data was analyzed, the benefits were allocated in accordance with the time allotted within each program. The employee's time committed to the "yard" program was integrated into the bulk waste program, while the snow & ice hours are accounted for within the General Fund. Finally, data from the City's general ledger system assisted in the assignment of expenses in relationship to shoe allowances and distributions of sick leave buyback payout.

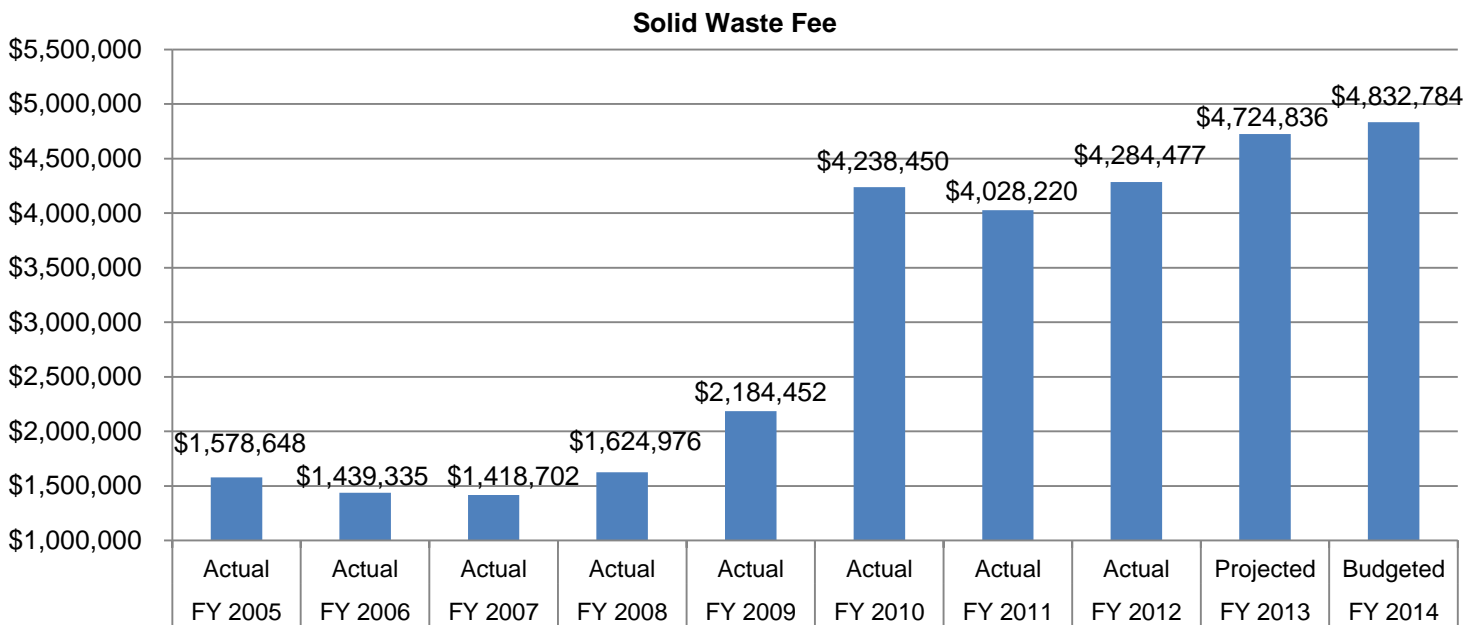
The allocation of operational expenses was relatively simple. For example, vehicles are tracked in accordance with the function performed. Equipment used for the collection of recycling and bulky waste are easy to identify and thus repairs, fuel, insurance and other expenditures can accurately and easily be identified with a specific function. This same procedure was used to allot depreciation between the programs. During the compilation of the analysis, each invoice within this fund was examined and identified to one of the six programs within the fund. Similar to equipment, staff was able to identify which supplies or other professional and technical service should be charged to each program. Interest for the lease payment for the recycling trucks

was easily identified since the only new equipment purchased during this period was the four new recycling trucks. Finally, the administrative expense transfer to the General Fund was allocated in accordance to the budget for each program.

d. Historical Fees for Service

In FY 2004 through FY 2007, the City charged \$5.00 per residence for solid waste services generating an average of \$1,478,895 in user fee revenue for the solid waste program. In FY 2008, the City increased the user fee for solid waste to \$7.00 resulting in \$206,274 increase in revenue. In FY 2010, the fee was doubled to \$14.00 resulting in twice the revenue collections with \$4,238,450 in total revenue. The most recent increase occurred in the current fiscal year establishing a \$16.00 user fee for solid waste services and staff anticipates \$612,000 in additional revenue for the program.

	FY 2004	FY 2008	FY 2010	FY 2013	FY 2014
Rate per residence	\$5.00	\$7.00	\$14.00	\$16.00	\$16.00



e. Public Input

Public input and customer satisfaction levels are a significant component of this study and should be examined carefully when facing major program decisions. To garner feedback from citizens, City staff utilized interactive focus groups, a postal survey, and an online survey to obtain public opinion on current service levels and potential program restructuring.

Focus Groups

Unfortunately, fostering citizen participation in the interactive focus groups proved to be more challenging than anticipated. Staff engaged the professional services of Lynn Montei to assist with the facilitation of the focus group sessions. The goal was to host 2 interactive focus group sessions with citizens comprising groups of approximately 20 people each. Working with Lynn, staff utilized City ward maps and Google street view features to strategically identify property addresses representative of a healthy cross section of the City's neighborhoods to invite to the focus groups. Staff invited 12 residences from each ward and 12 residences selected at-large for a total invite list of 120 individuals. Staff planned to host 2 interactive sessions, one in the afternoon and one in the evening. Selected attendees were mailed an invitation 3 weeks in advance and asked to RSVP with City Hall if they planned to attend. Attendees were provided the option of choosing either an afternoon session or an evening session. The letters mailed to the attendees were personalized with the residents name on the front of the envelope and on the invitation letter, so they knew they were specifically selected and invited to attend. After 2 weeks of the letters being mailed and received, only 3 people had expressed intent to participate. This represented a response rate of 2.5% willingness to participate. For the staff to accomplish its goal of 20 attendees per session, 1,600 invitations would have had to have been sent out. In efforts to salvage the planned dates for the sessions, staff ran 2 press releases asking any and all interested parties to attend the public input sessions. Two advertisements were placed in the Pantagraph including one paid advertisement in the Sunday paper. Staff also asked City Council assistance in last minute recruitment efforts and to share the session dates with their constituents.

Although not well attended, two focus group sessions were held on Wednesday, April 10 and Thursday, April 11. Participants were asked to sit at a table which had an assigned table number for documentation purposes. Facilitator Lynn Montei began each session with brief introductions followed by an overview of the expectations of the sessions. City staff provided a 15 minute 17 slide PowerPoint presentation featuring the major issues, themes, facts, and data that have been analyzed by City leaders as it relates to the Solid Waste Program. Attendees were then provided a 5 minute Q&A session where they could ask questions of staff or ask staff to elaborate on a certain issue. Attendees were next asked to participate in an interactive table dialogue with other attendees and record pertinent conversations on a flipchart located next to the tables. Questions or prompts were offered as ways of helping table groups start their conversations. Some groups used them and some did not. The prompts given are as follows:

- What you appreciate and value about your current solid waste disposal services
- Your views about level of service, especially a reduction to the # of free buckets of bulk waste and cost of additional buckets
- Your views about program costs and payment approaches
- Other input or advice or suggestions that reflect community values

The Wednesday, April 10 at 7:00 pm focus group held in the Osborne Room of the Police Department had 8 citizens in attendance. The following are the notes and information gathered the table discussions and flipcharts.

Table 1

1. Drop-site for bulk items a great asset
2. Maintain current range of services
3. Encourages a clean community
4. Consider bucket fees
 - a. Multiple buckets (paying for 2nd bucket okay; if paying for 1st bucket, reduce the \$16 cost)
 - b. Apartment costs – owner responsibility
5. Itemize – furniture vs soil, brush and leaves
6. Drop off fees for non-Bloomington residents (check ID)
7. Lawn bags – for minimal fee/bag, e.g., \$1-2.00
8. Communicate more about Re-Stores for furniture, electronics
9. Share resources with Normal

Table 2

1. Appreciate
 - a. Everything in one recycle cart
 - b. Quality of service (on-time)
 - c. Drop-off site highly valued
2. People taking advantage – better tracking, enforcement, including contractors
3. Suggest 2 free buckets of bulk waste/year
4. Contain fees (maintain)
5. Income stays in Enterprise Fund; no fund transfer (out).
6. Fees balanced with costs
7. Service quality
8. Plan for waste to energy after landfill closes, as an income stream
9. Treat trees and brush differently from bulk

The afternoon focus group session was held on Thursday, April 11 at 1:00 pm Prairie Vista Golf Course Community Room. There were 7 citizens in attendance. The following are the notes and information gathered from the table discussions and flipcharts.

Table 1

1. Appreciate current services, excellent quality
2. Future – energy conversion?
3. Offer 35 gallon carts – may increase # of those that recycle
4. Fee restructure???
 - a. Tie the fee to Consumer Price Index?
 - b. Incremental increases?
5. Recycle dumpster for condos/apartment complexes; could do refuse too
6. Drop off for garbage
7. Why not offer the 35 gallon toter? Size is more manageable and fits in a smaller space

Table 2

1. Appreciate – regular, dependable service; very consumer friendly for homeowner
2. Level of service – suggest bulk pickup 4/year or 2 scoops twice/year; pay for other pickup

3. Cost – current \$16 very affordable for services received
4. Smaller cart options – 90 gal, 65 gal and 35 gal totes
5. Yard waste regular schedule – what is it currently?
6. Look into www.RecycleBank.com

No Table #

1. Regularly schedule garden waste pickup

Emailed comment

1. I was unable to attend the sessions regarding plans for solid waste but I do wish to make a couple of observations. It is probably inevitable that there will be changes in garbage collection. I do hope the city has learned a lesson from the expensive, oversized recycling carts and trucks. I am an avid recycler with the smaller (65 gallon) cart. I have yet to fill the cart even though I have sometimes waited two months to take it to the parkway. The huge blue carts are now seen all over the central city all the time, and the heavier trucks are harder on our roads and alleys.
2. My biggest disappointment, though, is that, instead of finally addressing the inequities of bulk waste collection, which all of us pay for and few of us use, the city is still ignoring this matter.

Staff feels while attendance for the meetings were significantly lower than anticipated or hoped for, the attendees taking advantage of the opportunity benefited from the experience and provided staff the opportunity to hear some of their concerns.

Postal Survey

In May 2013, City staff conducted a Solid Waste Customer Satisfaction Survey utilizing random sampling techniques designed to provide statistically significant results. The goal of staff was to produce a survey that achieved a confidence interval of 95% (meaning the results have a 95% likelihood of being reproduced if conducted again) and a confidence interval (or “margin of error”) of +/- 5%. In 2009, the City conducted a Citizen Satisfaction Survey utilizing random sampling techniques which received a response rate of 21.4% representing a commendable participation percentage. The May 2013 Solid Waste Survey experienced a response rate of 25.4% or 762 returned surveys out of the 3,000 mailed to customers. This participation rate gives the City’s survey results a 95% confidence level with a margin of error of +/- 4% (95% confidence level with a +/- 5% confidence interval being the most commonly used and accepted criteria).

Survey participants were selected at random utilizing water billing database. Only households within the City of Bloomington corporate limits received the survey excluding properties not used for residential purposes. Participants were mailed a copy of the survey, a letter explaining its purpose, and a return envelope with postage included. The survey consisted of 7 sections comprising 50 questions with a general comment section at the end.

To complement the City’s postal survey results, an identical online version was placed on the City’s website in June to solicit feedback from anyone wishing to share their opinions. The survey was on the City’s homepage for 2 weeks (June 5 – June 19). The survey experienced 157 total participants. While not conducted utilizing scientific methods, the results appear similar to the City’s postal survey and are displayed in the following tables alongside the postal survey results.

Section 1: Background Information

1a. In which ward do you live?

Answer	Postal Survey Percent	Postal Survey Number	Online Survey Percent	Online Survey Number
Ward 1	6.06%	45	8.4%	12
Ward 2	10.51%	78	8.4%	12
Ward 3	16.36%	114	13.3%	19
Ward 4	14.15%	105	17.5%	25
Ward 5	10.92%	81	23.1%	33
Ward 6	4.04%	30	9.1%	13
Ward 7	5.53%	41	9.1%	13
Ward 8	18.06%	134	6.3%	9
Ward 9	15.36%	114	4.9%	7
No Answer		20	14	
Total	100%		100%	143

1b. How many individuals currently live in your household?

Answer	Postal Survey Percent	Postal Survey Number	Online Survey Percent	Online Survey Number
1	18.08%	128	17.3%	27
2	45.20%	320	43.6%	68
3	15.25%	108	14.7%	23
4	13.42%	95	17.3%	27
5	6.21%	44	3.8%	6
6	1.41%	10	1.9%	3
7+	0.42%	3	1.3%	2
No Answer		54		1
Total	100%		100%	156

1c. What is your age?

Answer	Postal Survey Percent	Postal Survey Number	Online Survey Percent	Online Survey Number
18 – 30	4.80%	35	6.4%	10
31 – 45	21.40%	156	33.3%	52
46 – 60	31.82%	232	33.3%	52
60+	41.98%	306	26.9%	42
No Answer		33		1
Total	100%		100%	156

1d. If you have lived outside of Bloomington within the past 5 years, did your previous refuse collector charge for additional collection services such as recycle, bulk, yard waste, etc.?

Answer	Postal Survey Percent	Postal Survey Number	Online Survey Percent	Online Survey Number
Yes	13.17%	27	32.9%	24
No	86.83%	178	67.1%	49
No Answer		557		
Total	100%		100%	

Section 2: Satisfaction Level of Services Provided

Satisfaction levels for curbside household trash, recycling, and large items were very high with over 80% in each category responding “Satisfied” or “Very Satisfied”. Drop off recycling received a majority of “Neutral” responses. This may be due in part to the reported low use of the facilities.

2. Please rate your level of satisfaction with each of the following services?

Postal Survey Percent (Number) / Online Survey Percent (Number)

	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
Curbside household trash collection	2.89% (22) / 5.81% (9)	1.84% (14) / 1.94% (3)	3.29% (25) / 1.29% (2)	27.24% (207) / 21.3% (33)	64.74% (492) / 69.68% (108)
Curbside recycling	3.35% (25) / 3.27% (5)	0.54% (4) / 1.31% (2)	4.55% (34) / 3.27% (5)	21.42% (160) / 13.73% (21)	70.15% (524) / 78.43% (120)
Curbside large items collection	2.50% (18) / 4.70% (7)	2.50% (18) / 4.03% (6)	14.15% (102) / 15.44% (23)	30.51% (160) / 22.82% (34)	50.35% (363) / 53.02% (79)
Curbside yard waste	3.02% (22) / 4.73% (7)	7.01% (51) / 4.05% (6)	14.70% (107) / 16.22% (22)	30.91% (225) / 29.73% (44)	44.37% (323) / 45.27% (67)
Drop-off recycling	2.45% (15) / 2.96% (4)	2.61% (16) / 2.22% (3)	55.30% (339) / 57.04% (77)	20.39% (125) / 17.78% (24)	19.25% (118) / 20.00% (27)
Drop-site large items	2.31% (14) / 3.70% (5)	1.81% (11) / 3.70% (5)	57.99% (352) / 55.56% (75)	18.62% (113) / 16.30% (22)	19.28% (117) / 20.74% (28)
Drop-site yard waste	3.47% (21) / 3.65 (5)	4.13% (25) / 4.38% (6)	51.32% (311) / 54.01% (74)	20.46% (124) / 15.33% (21)	20.63% (125) / 22.63% (31)
Snow removal from public streets	5.75% (43) / 5.26% (8)	12.43% (93) / 8.55% (13)	15.78% (118) / 15.79% (24)	42.11% (315) / 36.84% (56)	23.93% (179) / 33.55% (51)

Section 3: Use of Services

A very high percentage of citizens reported using the curbside household trash and curbside recycling services. The option of 3 and 4+ technically should not have been available for respondents as our recycling program operates on an every other week collection schedule, so citizens would only have curbside collection available 2 times per month. Staff cannot explain the percentage of people stating they use the service more frequently.

3. Please indicate how many times in a typical month you use the following services?

Postal Survey Percent (Number) / Online Survey Percent (Number)

	0	1	2	3	4+
Curbside household trash collection	1.06% (8) / 1.30% (2)	1.72% (13) / 1.95% (3)	4.49% (34) / 8.44% (13)	5.28% (40) / 5.19% (8)	87.47% (663) / 83.12% (128)
Curbside recycling	5.74% (43) / 5.23% (8)	5.74% (43) / 7.84% (12)	70.23% (526) / 66.67 (102)	3.34% (25) / 1.31% (2)	14.95% (112) / 18.95% (29)
Curbside large items	47.65% (335) / 48.65% (72)	40.83% (287) / 32.43% (48)	7.97% (56) / 9.46% (14)	1.56% (11) / 0.68% (1)	1.99% (14) / 8.78% (13)
Curbside yard waste	19.86% (146) / 29.14% (44)	37.82% (278) / 26.49% (40)	25.03% (184) / 17.22% (26)	10.88% (80) / 12.58% (19)	6.39% (47) / 14.57% (22)
Drop-off recycling	81.74% (582) / 76.87% (113)	11.94% (85) / 14.29% (21)	3.09% (22) / 5.44% (8)	1.26% (9) / 0.00% (0)	1.97% (14) / 3.40% (5)
Drop-site large items	85.61% (607) / 80.54% (120)	10.16% (72) / 11.41% (17)	1.69% (12) / 4.03% (6)	1.41% (10) / 0.67% (1)	1.13% (8) / 3.36% (5)

Section 4: Use of Services

This section was designed to help staff understand what, if any, services the City provided in the solid waste program may need advertised better. It is clear citizens are very aware of all the curbside services the City offers. Recycling fortunately received a 90.89% “Very Aware” rating. A majority of the respondents, however, were not aware of the City’s drop-off recycling and drop-off large item services.

4. Please indicate your level of awareness with the following services?

Postal Survey Percent (Number) / Online Survey Percent (Number)

	Not Aware	Somewhat Aware	Very Aware
Curbside household trash collection	0.13% (1) / 1.30% (2)	7.11% (54) / 4.55% (7)	92.76% (705) / 94.16% (145)
Curbside recycling	0.79% (6) / 1.97% (3)	8.32% (63) / 3.29% (5)	90.89% (688) / 94.74% (144)
Curbside large items	7.43% (56) / 8.44% (13)	36.60% (276) / 25.97% (40)	55.95% (422) / 65.58% (101)
Curbside yard waste	6.91% (52) / 9.15% (14)	27.93% (210) / 25.49% (39)	65.16% (490) / 65.36% (100)
Drop-off recycling	40.77% (298) / 34.21% (52)	34.06% (249) / 32.24% (52)	25.17% (184) / 33.55% (152)
Drop-site large items	47.28% (347) / 38.41% (58)	28.88% / (212) / 29.80% (45)	23.84% (175) / 31.79% (48)
Snow removal	4.79% (36) / 2.03% (3)	23.30% (175) / 19.59% (29)	71.90% (540) / 78.38% (116)

Section 5: Support Change to the Solid Waste Program If...

This section was added to gauge citizen’s willingness to support change given a certain outcome. The majority of respondents agreed with all of the statements except for an increase in costs to provide for more drop off recycle locations; 88.76% of the respondents disagreed with this statement.

5. I would support change to the current Solid Waste Program if...

Postal Survey Percent (Number) / Online Survey Percent (Number)

	Yes	No
It saved me money by providing me an option to choose the services I would like to receive (i.e. Garbage, bulk, recycle, yard waste collection)	62.96% (442) / 54.05% (80)	37.04% (260) / 45.95% (68)
It increased the services that I receive	53.66% (374) / 64.34% (92)	46.34% (323) / 35.66% (51)
It improved the services I receive	68.57% (480) / 72.79% (107)	31.43% (220) / 27.21% (40)
It enhanced environmental practices	74.47% (525) / 78.38% (116)	25.53% (180) / 21.62 (32)
It saved the City money	75.54% (528) / 73.47% (108)	24.46% (171) / 26.53% (39)
Costs were increased to provide additional drop off recycling sites	11.24% (79) / 15.97% (23)	88.76% (624) / 84.03% (121)

Section 6: Agree, Disagree, or Unsure

This section comprised the most questions and again asked respondents to state whether they “Agreed”, “Disagreed”, or were “Unsure” about the provided statement. There was close to an 11% margin of difference between respondents saying they disagreed that the City’s Solid Waste Program was in need of change and respondents saying they were unsure. The majority, however; stated they disagreed. Recycling services experienced a large majority of respondents stating the service was a priority with 76%. Only 20.35% stated that the solid waste disposal fees were too high. And 57.68% stated they would support paying additional charges after 1 front end loader bucket of bulk per week.

6. Please indicate whether you agree, disagree, or are unsure about each of the following statements Postal Survey Percent (Number) / Online Survey Percent (Number)

	Agree	Disagree	Unsure
Bloomington’s Solid Waste Program is in need of change	12.03% (90) / 20.00% (30)	49.60% (371) / 48.67% (73)	38.37% (287) / 31.33% (47)
I would favor a usage-based fee for solid waste disposal services rather than on fee for all residents, regardless of usage	37.53% (280) / 39.19% (58)	40.88% (305) / 45.95% (68)	21.58% (161) / 14.86% (22)
I would be willing to pay more for waste collection services if it meant the fees paid for the service provided (the City currently subsidizes the solid waste program)	15.33% (111) / 34.25% (50)	55.39% (401) / 41.78% (61)	29.28% (212) / 23.97% (35)
Recycling Services are a priority.	76.01% (564) / 80.27% (118)	10.65% (79) / 10.20% (15)	13.34% (99) / 9.52% (14)
The current costs for solid waste disposal are too high.	20.35% (151) / 14.09% (21)	39.08% (290) / 48.99% (73)	40.57% (301) / 36.91% (55)
The current costs for solid waste disposal are fair.	50.41% (371) / 58.62% (85)	16.58% (122) / 8.97% (13)	33.02% (243) / 32.41% (47)
Information about solid waste services in Bloomington is easy to find.	37.15% (276) / 44.14% (64)	18.30% (136) / 21.38% (31)	44.55% (331) / 34.48% (50)
I support a change in services to decrease the city funding gap.	21.22% (157) / 31.72% (46)	40.81% (302) / 36.55% (53)	37.97% (281) / 31.72% (46)
I am willing to pay extra to receive recycling services.	24.29% (180) / 38.10% (56)	60.73% (450) / 40.14% (59)	14.98% (111) / 21.77% (32)
There are too many garbage trucks on the roads contributing to traffic congestion.	2.40% (18) / 6.16% (9)	85.75 (644) / 81.51% (119)	11.85% (89) / 12.33% (18)
The City currently provides residents with large item pickup services once a week equivalent to 2 front end loader buckets at no additional charge (\$25 per bucket after 2 bucket limit). As a cost saving measure to the Solid Waste Program, I would support paying additional charges after 1 front end loader bucket per week.	57.68% (432) / 59.06% (88)	31.51% (236) / 26.17% (39)	10.81% (81) / 14.77% (22)
I am happy with the snow removal services provided by Bloomington.	69.97% (508) / 73.79% (107)	20.94% (152) / 15.17% (22)	9.09% (66) / 11.03% (16)
Snow removal service is provided by the same city staff members who provide waste disposal service. If it reduces costs, I would support contracting out snow removal to a private vendor, even if doing so might also reduce the current level of solid waste disposal services.	18.10% (133) / 17.01% (25)	61.77% (454) / 68.71% (101)	20.14% (148) / 14.29% (21)

Section 7: Should the City Provide the Service

The Final Questions section was designed to gauge citizen’s thoughts on what should be a city provided service and what should not. Overwhelmingly, respondents stated that every service provided within the City’s solid waste program should be a City provided service. The lowest of the services provided were the drop off recycling and drop off large item location services; both having respondents under 70% stating it should be a City provided service.

7. Final Questions

Postal Survey Percent (Number) / Online Survey Percent (Number)

	Yes	No	Unsure
The City should provide curbside household trash collection	97.36% (739) / 97.28% (143)	1.32% (10) / 0.68% (1)	1.32% (10) / 2.04% (3)
The City should provide curbside recycling collection	93.28% (708) / 95.21% (139)	2.37% (18) / 1.37% (2)	4.35% (33) / 3.42% (5)
The City should provide curbside large item collection	80.18% (607) / 80.95% (119)	6.74% (51) / 7.48% (17)	13.08% (99) / 3.42% (5)
The City should provide curbside yard waste collection	91.55% (693) / 91.84% (125)	3.17% (24) / 2.04% (3)	5.28% (40) / 6.12% (9)
The City should provide drop-off recycling locations	65.56% (493) / 68.03% (100)	11.04% (83) / 8.84% (13)	23.40% (176) / 23.13% (147)
The City should provide drop-off large item locations	68.57% (517) / 71.92% (105)	8.75% (66) / 7.53% (11)	22.68% (171) / 20.55% (30)

General comments may be found in the appendix on page 59.

2. Program Issues and Needs



There are numerous operational and program issues and needs which confront the City of Bloomington's Solid Waste Program. The following issues have been identified by the Solid Waste Analysis Team and represent challenges which will require future action by the City Council and department leaders.

- a) Automated refuse and recycle collection services to apartments, apartment complexes, and condominiums
- b) Provision of two bulk waste bucket loads at no charge
- c) Transition to automated collection and staffing levels
- d) Landfill service contract expiring in March of 2014
- e) Midwest Fiber recycle contract expires May 2015
- f) Volatile Recycle Commodity Rates
- g) 35 Gallon Trash and Recycle Carts

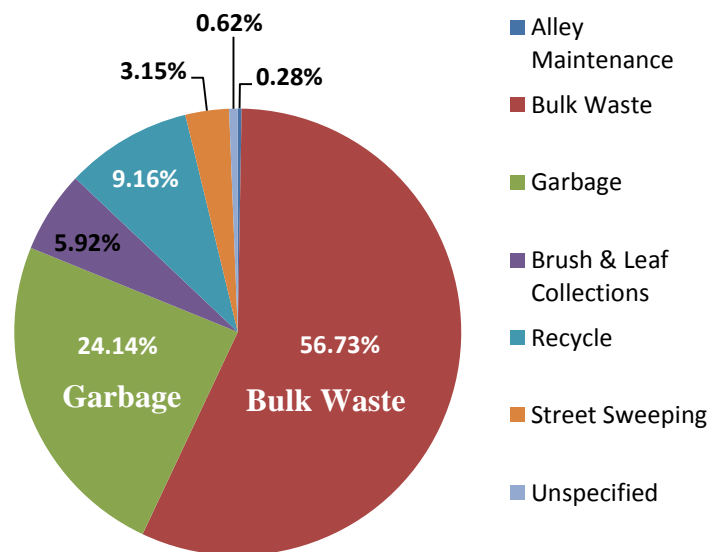
a) Automated refuse and recycle collection services to apartments, apartment complexes, and condominiums: An immediate issue facing the Solid Waste Program is the provision of automated refuse and recycle collection to apartments, apartment complexes and condominiums. This issue has been discussed in the past but it now presents an immediate logistical issue as the City switches to a more automated, efficient, and less labor intensive service delivery. A comprehensive draft document detailing this concern and proposing options for future Council consideration is provided in *appendix 2.a. on page 76*.

b) Provision of two bulk waste bucket loads at no charge: The bulk waste section of the Solid Waste Program has three crews with one operator, three truck drivers and one laborer. During the summer, an additional three packers (refuse trucks) are used for the bulk crews with one additional laborer for each packer. Weeds and alleys are also included in this area and use one truck driver and one laborer and a majority of the work is completed in May through the end of September. If an alley needs to be graded, an additional laborer is used.

In December 2009, the City changed its policy regarding the collection of bulk waste amending an unlimited bulk curbside collection to a 2 front end loader buckets per residence per week and a fee of \$25 for each additional bucket. This policy change resulted in \$34,367 in additional revenue from bulk collection services in FY 2011. The policy change also eliminated the free collection of sod, dirt, concrete, rock, and shingles which may have also contributed to the 37.36% overall reduction in bulk waste from 2006 to 2011.

As previous estimates had indicated, the provision of the City's Bulk Waste services represents 57% (or \$3,435,955) of the total costs within the Solid Waste Program. This means the City's Bulk Waste program is almost 3 times higher than the City's General Fund Subsidy level for FY2014. As will be highlighted again later in this report, the City's Solid Waste Postal Survey showed results that indicated a majority of citizens only use the City's Bulk Waste services 0 to 1 times per month. The City

FY2012 Solid Waste Program Cost breakdown



currently provides Bulk Waste pickup every week to customers allowing 2 front end loader buckets for no charge and \$25 for each additional bucket of bulk waste collected. Only 8% of the statistically significant postal mail survey respondents indicated they use the Bulk Waste service 2 times each month and less than 2% indicated they used the service 3 or 4 times.

Please indicate how many times in a typical month you use the following services?

Postal Survey Percent (Number) / Online Survey Percent (Number)

	0	1	2	3	4+
Curbside Large Item Collection	47.65% (335) / 48.65% (72)	40.83% (287) / 32.43% (48)	7.97% (56) / 9.46% (14)	1.56% (11) / 0.68% (1)	1.99% (14) / 8.78% (13)

The survey results also indicate a willingness of citizens to pay even more for Bulk Waste. 57% of the respondents said they would be willing to pay additional charges after 1 front end loader bucket per week.

Please indicate whether you agree, disagree, or are unsure about each of the following statements

Postal Survey Percent (Number) / Online Survey Percent (Number)

	Agree	Disagree	Unsure
The City currently provides residents with large item pickup services once a week equivalent to 2 front end loader buckets at no additional charge (\$25 per bucket after 2 bucket limit). As a cost saving measure to the Solid Waste Program, I would support paying additional charges after 1 front end loader bucket per week.	57.68% (432) / 59.06% (88)	31.51% (236) / 26.17% (39)	10.81% (81) / 14.77% (22)

Recognizing the City’s bulk waste collection services represents a majority of the cost of the City’s Solid Waste Program, staff provides the following options and proposes recommendations which would further enhance revenues to the program and potentially reduce the amount of waste materials going to the landfill.

1. Reduce Number of Free Buckets Collected from two (2) to one (1) (Staff Recommended)
 - i. This would be one more step toward those that use the service pay for the service.
 - ii. It would be easy to implement administratively in a short timeframe.
 - iii. The front end loader on each of the three (3) crews would continue to be the only piece of equipment tracking the extra buckets for charges to be placed on the water bill.
 - iv. Changes in program could start within a reasonably short time frame once notice is placed in the water bill.
2. Increase the charge on the buckets collected from \$25/bucket to \$30/bucket (Staff Recommended)
 - i. This represents a more accurate cost of collection for the service provided.
 - ii. It incentivizes citizens reducing their bulk or getting a roll-off cart from an outside vendor for larger amounts of material.
3. Eliminate bulk waste at the City’s drop off facility (Staff Recommended)
 - i. If bulk waste is collected at the curb for residents who participate in the solid waste program, provision of a drop-off facility for the collection of the same materials may be seen as duplication of services and provides an opportunity for individuals not participating in the Solid Waste Program to utilize City services without paying for them.
4. Reduce Number of Free Buckets Collected from two (2) to zero (0)
 - i. This would truly be a pay as you throw type program.
 - ii. Because of the amount of weekly stops this would entail, staff would need to make technology modifications to the equipment so that field staff could collect additional data to go directly into the billing system.

- iii. There would need to be additional education for the public.
- iv. Because of the additional administrative burden, an additional staff member would be recommended.
- v. This would be extremely difficult logistically at this time because our staff provides enhanced customer service by picking up the smaller loads (not in garbage cans) in a rear packer that is part of every crew.
- vi. Staff would recommend rolling out these changes if approved in the Fall 2012.

c) **Transition to automated collection and staffing:** In any industry, automation should increase efficiency and save on labor costs. However, the situation gets complicated for the City of Bloomington as it shifts to automated trash collection because the City's full-time Solid Waste Division employees are responsible for more than just trash collection. They perform snow removal, curbside bulk collection, leaf vacuuming, alley maintenance and curbside recycling collection.

There is the possibility of losing four employees from the Solid Waste Division as a result of putting seven new garbage trucks online this fiscal year. The trucks use mechanical arms to lift 65 and 95 gallon wheeled carts and empty refuse into the trucks, replacing manual disposal of bags and cans placed on the curb by residents. For every automated garbage truck, the Public Works Department anticipates losing or reallocating two employees. The following outlines some implications to this transition:

- **Snow Emergencies:** During and after significant snowfalls and ice storms, Solid Waste employees work overtime to clear streets, joining Streets & Sewers Division personnel and, in major emergencies, Parks & Recreation workers. In a major snow emergency, the City utilizes up to 68 employees on the streets. That number will be reduced to 64 workers, a 6 percent decline in available manpower. The City will lose two more of these workers with every addition of an automated garbage truck with an anticipated total of 18 workers once all vehicles are transitioned to automation.
- **Bulk collection, other services:** Staff reduction in normal household refuse collection would also reduce the staff available for bulk collection, leaf vacuuming and alley maintenance. During heavier work times, all periods except for winter when bulk needs decline, the City supplements the Solid Waste staff with seasonal workers. These seasonal workers provide labor but they do not drive City equipment. By contract with AFSCME local 699, *seasonal workers cannot drive City equipment even if qualified to do so*. Therefore, the City cannot fill the loss of full-workers with seasonal workers due to the contractual agreement stating they cannot drive snowplows and equipment used by bulk crews.
- **Snow:** The City does not currently have the option of utilizing private vendors to supplement snow plowing operations, as doing so would constitute a violation of the contractual agreement with AFSCME local 699. Parks employees are used in major snow emergencies; they, too, belong to AFSCME local 699 and are qualified to drive snowplows. However, Parks employees' highest priorities remain in the Parks Department. Any plan to supplement City snow removal crews requires the City administration to bring AFSCME and, potentially, the Parks & Rec Department into the conversation.
- **Bulk:** Seasonal employees already supplement full-time employees on bulk, but on the labor end, not as drivers. As automation leads to fewer full-time Solid Waste employees, the City will have fewer drivers. Bulk crews commonly use two vehicles per route. Continued automation of trash

pickup may require a reduction in bulk collection. It may mean reduction from weekly bulk pickup to twice-monthly collection.

Impact to City employees: The City values its workers as individuals. These are men who perform bruising work of loading trash, cleaning City streets, removing people's discards from curbs and bringing the City into this modern recycling era. Many days, they do so during unforgiving weather. They plow streets to keep commerce moving in snowstorms and brave heat that keeps most residents indoors.

One potential option in dealing with the displaced employees could be a shift to the Streets & Sewers Division as it is also under the same AFSCME contract, or to other City jobs to the greatest extent possible as opportunities present themselves. Shifting full-time staff members to seasonal employees would result in a large pay reduction and the elimination of benefits previously received. The other option, one preferred by staff, would be retaining the employees in Solid Waste while eliminating 14 seasonal positions in Solid Waste. The seasonal workers cannot drive City equipment. Therefore, they cannot perform snow removal and most tasks on bulk pickup. The cut of seasonal jobs would not adversely affect snow removal and bulk pickup.

The prospect of contracted refuse collection presents difficult decisions outside of the displacement of City workers. On the logistical end, it must bring with it a full rethinking of snow and ice removal. Outsourcing curbside collection would result in the reduction of 24 workers, 18 from trash collection and 6 from curbside recycling. This would reduce the City snow crew from 68 to 44, a drop of 35 percent. The decline would be sharper if a contracted service also includes bulk waste, as cities commonly do. The City would likely lose most or all of its 41 full-time Solid Waste workers, who double as snow emergency responders. Thus, contracted refuse service likely would require contracted snow removal as well. Any calculation of savings for contracted waste service must also take into account the cost of contracted snow removal. The Public Works Department has not calculated that cost.

d) 5 Year landfill service contract expired March 2013: Even with their growing stigma, landfills remain a necessity in modern American society. The City's joint Bloomington-Normal landfill contract expired on March 2013, Bloomington staff and counterpart Normal discussed options and investigated an RFP for a new contract. Ultimately, it was decided to renew the contract with Republic for a one year term. The Town of Normal has also entered into a contract with Republic for landfill services. The City's renewed contract for one year includes a set per ton tipping fee of \$44.44. This price encompasses no volume assumptions and is the fixed rate for all tons delivered during extension period. Previously, the contract language prohibited the City from the transfer of bulk waste material collected from the curb to other facilities to be recycled. The current contract extension allows City crews to transport bulk waste material collected from the curb to Henson Disposal which has a licensed facility for Construction & Demolition (C & D) recycling. This initiative will allow for an estimated of at least 80% of the bulk waste material to be recycled. Henson Disposal's current license does not allow them to accept City bulk waste material. They are applying for a license amendment and once this process is complete, then the City will be able to enter into a separate agreement with Henson to accept all bulk waste material.

- **Landfill contract:** The City's landfill contract with Allied Waste started in 2008 at the McLean County Landfill location. The following table outlines the history of the landfill's activities:

Year	Phase	Activity
1991 (3 months)	1	Develop County criteria and determine ownership
1991 (6 to 12 months)	2	Select and rank sites
1991 (6 to 12 months)	3	Property negotiations
1992 to 1994	4	Preliminary investigation (24 months) and local approval process
1994 (3 months)	5	Prepare financial planning
1994 (6 months)	6	State approval process
1995 (6 months)	7	Prepare specification and bid process
1995 (6 months)	8	Construction
1996	9	Begin Operation
1997		American Disposal (now Allied Waste) takes over operation of landfill
2002		Efforts to site a new landfill are no longer actively pursued
2006		Allied Waste permitted to expand McLean County Landfill
2008		Bloomington begins contract with Allied Waste for landfill services
March 1, 2013		Bloomington's 5 year contract expired and was renewed for 1 year
February 28, 2014		Bloomington's 1 year extension expires
2016		Anticipated closure of the McLean County Landfill

Our current landfill contract started in March 2008 with a rate of \$36.89 per ton. The rate rose 4 percent per year, to the existing charge of \$44.44/ton.

The Illinois EPA lists the following nearby landfills, locations and owners.

Landfill	Location	Owner
ADS/McLean County Landfill	Bloomington	Allied Waste, Phoenix AZ
Clinton Landfill 3	Clinton	PDC/Area, Peoria
Indian Creek 2	Hopedale	PDC/Area, Peoria
Livingston Landfill	Pontiac	Allied Waste, Phoenix AZ

The City budgeted \$871,712 for FY 2014 for landfill dumping fees, making it the second largest line item for the Solid Waste Department behind salaries. Capital outlay numbers exceed this cost; however, the investment is paid over multiple fiscal years.

National Landfill Tipping Fee Trends:

The City contracts with Allied Waste for landfill services increases 4% annually per historical contract agreements. Below is a schedule of the historical tipping fees experienced by the City for Allied Waste landfill services.

Historical Landfill Tipping Fee Costs

	Total Tons FY 2007	Total Tons FY 2008	Total Tons FY 2009	Total Tons FY 2010	Total Tons FY 2011	Total Tons FY 2012	Total Tons FY 2013	3 Year Average Pct Chg	6 Year Average Pct Chg	FY 2007 to FY 2013 Pct Chg
Garbage	20,641	20,393	19,933	19,782	19,301	18,955	17,705	-3.61%	-2.77%	-14.22%
Bulk	8,426	8,192	8,365	6,642	5,510	5,278	4,549	-11.69%	-10.71%	-46.01%
Landfill Tipping Fee Rate	\$34.00	\$35.41	\$36.89	\$38.89	\$39.90	\$41.49	\$43.15	3.53%	4.04%	26.91%
Total Year	\$988,256	\$1,012,195	\$1,043,905	\$1,027,632	\$989,976	\$1,005,445	\$960,251	-2.20%	-1.00%	-2.83%

* Total Year is calculated by adding the total garbage tons to the total bulk tons and multiplying the sum by the landfill tipping fee rate.

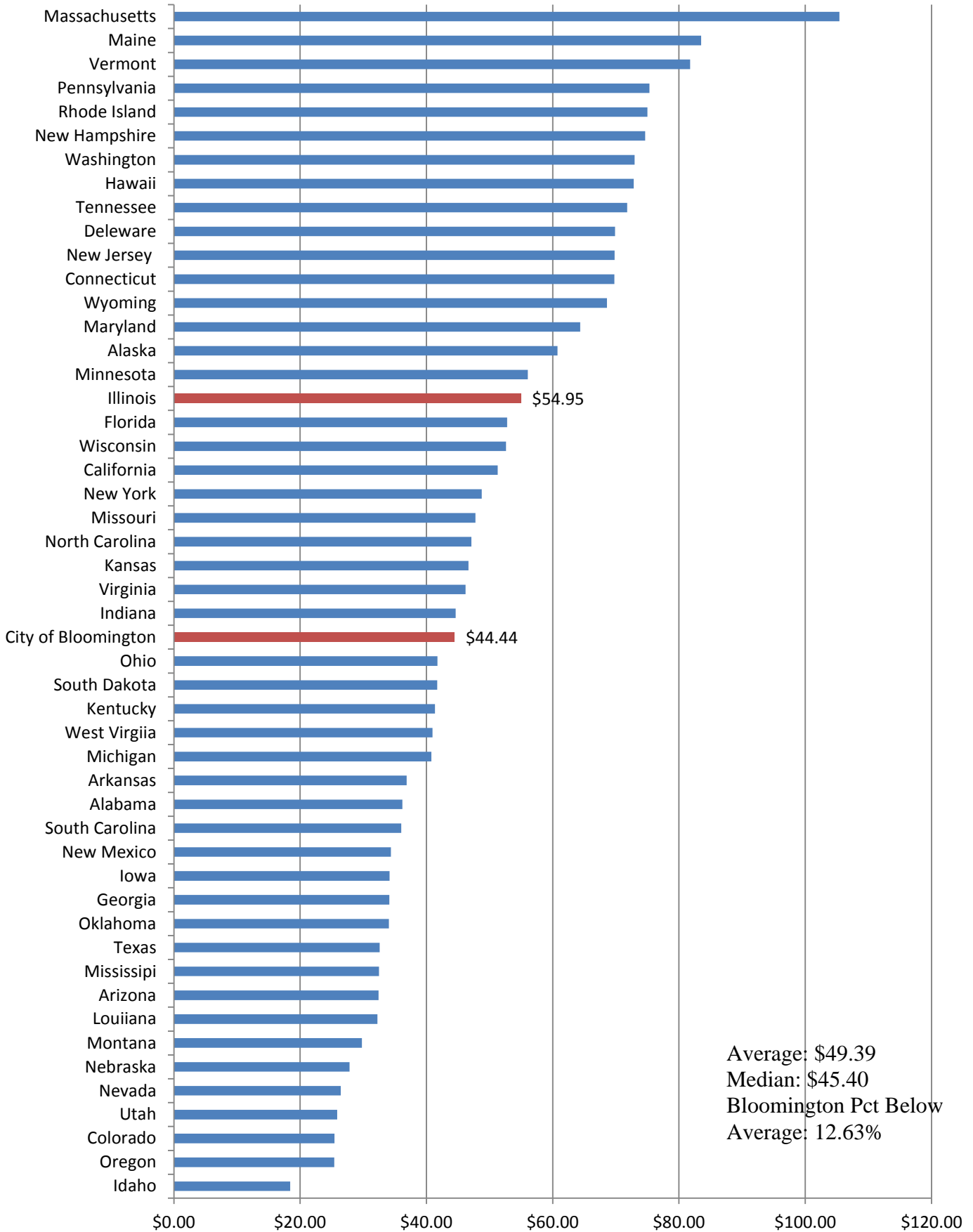
To put the City's historical tipping fees and FY2014 rate into perspective, it may be beneficial to analyze national tipping fee trends. In July 2012, Waste & Recycling News conducted a nation-wide survey of up to 5 landfills in each state, asking for the one-time, per ton tipping fee for municipal solid waste and then used the numbers to find the state's average.

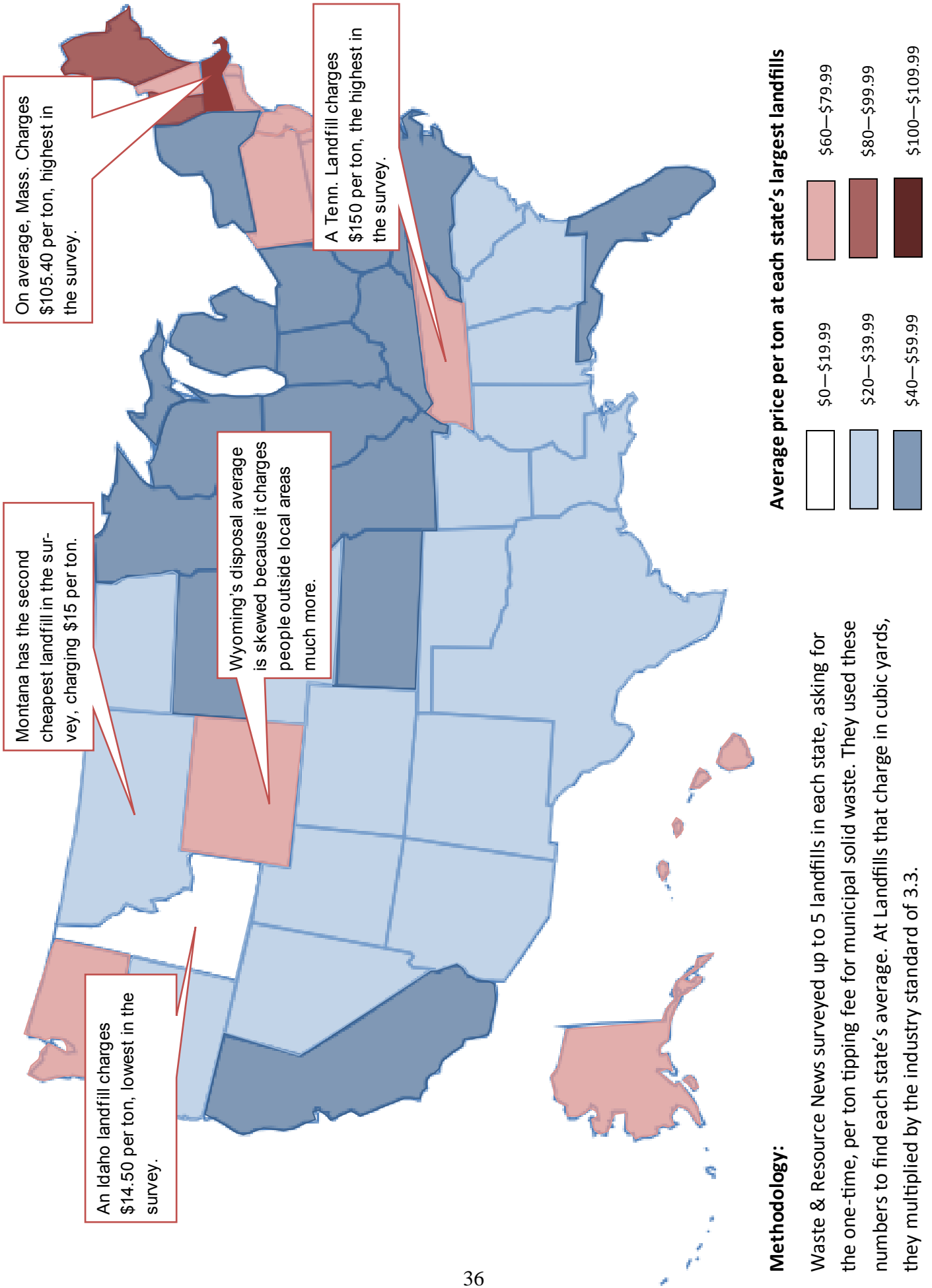
Compared to this study, Bloomington ranked 10.06% below the average tipping fee of \$49.39 per ton and 2.11% below the median of \$45.40. Bloomington was also 19.13% below the State of Illinois average of \$54.95 per ton tipping fee. According to the study, tipping fees were always higher near larger population centers. Idaho has the lowest tipping fee rates according to the survey with tipping fees averaging \$18.43 per ton. Amongst the highest were Massachusetts at \$105.40 per ton, Maine at \$83.50 per ton, Vermont at \$81.75 per ton, and Pennsylvania at \$75.31 per ton.

According to the National Solid Waste Management Association (NSWMA) tipping fees increased an average of \$1.25 per year from 1985 to 2008². In 2008, NSWMA reported the national average of landfill tipping fees per ton was \$42.50. The more recent national trend, however; has landfill tipping fees increasing at a slightly higher rate. Between 2004 and 2008, tipping fees began to rise at a rate of \$1.95 per year which is explained to be due in part to rising fuel costs, insurance, and other operating costs. The study concludes by stating it is fair to assume that landfill tipping fees will continue to rise and will remain higher in regions of higher population densities and also areas where few competing landfills exist.

² National Solid Waste Management Association, Municipal Solid Waste Landfill Facts. October 2011.

National Landfill Tipping Fees





Methodology:

Waste & Resource News surveyed up to 5 landfills in each state, asking for the one-time, per ton tipping fee for municipal solid waste. They used these numbers to find each state's average. At Landfills that charge in cubic yards, they multiplied by the industry standard of 3.3.

- e) **Midwest Fiber recycle contract expires May 2015:** From 2000 to 2010 Bloomington transported recycle material to the Town of Normal transfer station at 1301 Warriner Street, through a 10 year intergovernmental agreement. The City was paying an estimated \$60,000 to the Town annually for use of their transfer station and was not receiving payment for the recycling materials. The City of Bloomington had a contract with Phoenix Paper for the processing of co-mingled paper. The City of Bloomington also had a contract with Resource Management in Chicago Ridge for the co-mingled containers. Co-mingled paper is when all of the different types of paper are placed in one container and co-mingled containers are when the same is done for containers.

In May 2010, the contracts with Phoenix Paper, Resource Management and the Town of Normal expired. At that time, Staff recommended to the City Council to convert from a dual stream to a Single Stream Curbside Recycling Program. Accordingly, City staff solicited proposals from qualified vendors to accept and transfer their acceptable single stream recyclable materials starting Monday May 17, 2010. Any potential processing solutions for the City's single stream materials were considered in the selection process. Four firms were issued the proposal packet, including the Town of Normal which provided the existing transfer service. Two firms responded with proposals. The proposal from Henson Disposal, Inc. met all of the City's requirements and was approved as the contractor to coordinate with transferring the single stream material to Resource Management in Chicago Ridge as the Material Recovery Facility (MRF). Staff sought an outside Consultant to review the proposal packages and the Consultant concurred with the Staff recommendation. The contract to process the material expired in May, 2012 and was on a variable market rate for the payment of the recycling material collected. Under this contract, the City began receiving payment for the recycling material on the average of \$12,000/month.

In August 2011, Henson Disposal notified the City of Bloomington that it could no longer provide transfer station processing under the current contract because of a conflict with the IEPA permit processes. In October 2011, the City Council approved a contract with Midwest Fiber for the processing of the single stream recycling material until May 2012.

The pricing received by the City for its recycling material is determined by subtracting Midwest Fiber's process fee of \$82.00 per ton from the Total Market Value for the material each month. The Total Market Value is based upon national industry publications reflecting the market value of community such as Waste News and The Official Board Markets. The following is an example of the calculation from July 2011:

Single Stream Total Market Value (\$141.91 per ton) minus Processing Fee (\$82.00 per ton) = Net material Rebate to City of Bloomington (\$59.91 per ton)

The contract with Midwest Fiber was set to expire in May of 2013. In April 2013, the City Council voted to extend the contract with Midwest Fiber for two years for the provision of single stream recycle processing services.

- f) **Volatile Recycle Commodities Rates:** Given the issue of a need for a Request for Proposal for Material Recovery Facility (MRF) services, staff has also noticed a steady decline in revenue from recycle materials. The commodity rate decrease for these materials has been dramatic this past year but this does not alter staff's determination this it was beneficial to move to a carted automated single stream recycling program. The alternative to curbside recycling is landfill dumping; which wastes resources, expends finite landfill space, and currently costs the City \$44.44 per ton.

Financial Impact: A drop in the recycling commodities markets starting midway through the 2012 calendar year caused revenue to fall below expectations for FY13. Staff budgeted \$100,000 for recycling revenue. The City collected just \$35,170.94.

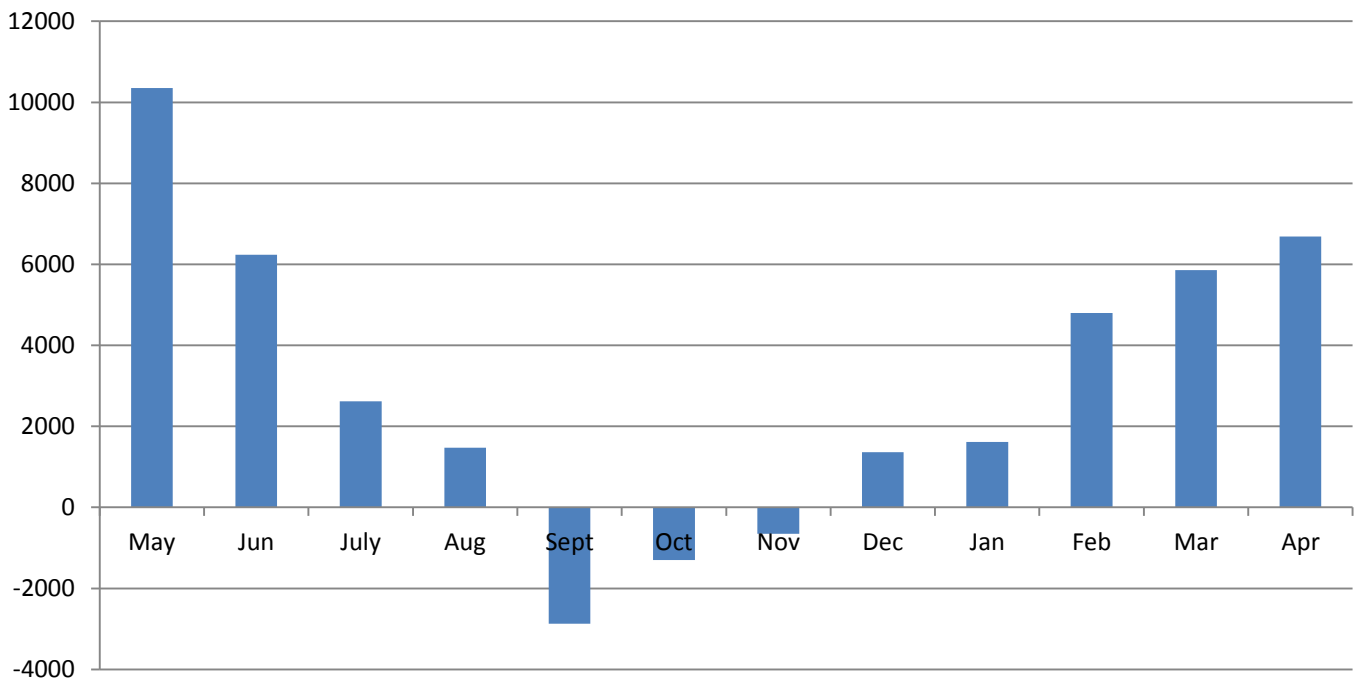
Background: Recycling revenue provides what staff considers to be an important offset, although it may sound comparatively small when viewing the overall City budget. The revenue helps the program hold down our costs. Please note, that no city to staff's knowledge "makes" money off recycling. Recycling does not pay for itself. Recycling "revenue" means money received from selling off the material collected through single-stream curbside pickup. It offsets, but does not pay for, the cost of recycling. Some cities charge residential recycling fees to recover costs; Bloomington does not.

Revenue in Freefall: The City uses Midwest Fiber, based in west Normal, for the processing and marketing of its recyclables. Midwest and the City use a shared-risk, shared-benefit method. Midwest changes its payment to the City from one month to the next based on the commodities market. Markets go up, City revenue goes up; markets go down, City revenue goes down. (An alternative method used by cities and recycling companies is to set fixed payments. Companies who use the method set their payments extremely low to reduce their risk exposure. The original proposal from Midwest Fiber for a fixed payment was a payment from the City of \$6/ton. City staff realized significant revenue during the time period when the City would have been paying to have collected material processed if the City had accepted a fixed payment model. Using Midwest and another company, the City collected more than \$108,000 from recyclables during FY2012.

The City has no control over price fluctuations, and neither to a great degree does Midwest Fiber. It works within the global markets in seeking profitability. In 2012, the overall market and consequent City revenue spiraled downward, from \$39.41 per ton to the City in May to \$10.67 in July. By September and through November the City paid Midwest to take City material rather than the other way around. It was \$61.39 in October 2011, when the City began using Midwest Fiber as its recycling end source.

The following table gives a monthly breakdown of revenue to Bloomington per ton.

Recycling revenue for Bloomington FY2013






Quote: "One of the greatest sources of uncertainty in recycling is the level of prevailing prices for commodities such as newspaper, mixed paper, corrugated, glass, plastic, and metal cans."

--U.S. Environmental Protection Agency

g) 35 Gallon Trash and Recycle Carts: With the recent distribution of the 95 gallon and 65 gallon recycle carts (first round completed in November), staff has received some requests for a 35 gallon cart option. This option was researched extensively by staff before recommending the 65 gallon and 95 gallon options to Council in August.

Quick breakdown of Rehrig Pacific Company cart dimensions:

Dimensions (inches)	35 Gallon	65 Gallon	95 Gallon
			
Height w/ Lid	39.13	40.58	45.13
Width	20.20	26.70	28.50
Depth	22.98	28.11	33.73

Proponents of a 35 gallon option cite limited garage space for the carts, difficulties maneuvering such large receptacles, and lack of trash volume to justify the containers as reasons for the City to invest in a smaller option. In researching cart options available to the City, staff was aware these limited cases may generate some complaints and requests for smaller carts. Staff members spoke with the Town of Normal staff to understand why they decided to only provide the option of a 65 gallon or 95 gallon cart.

Normal provided the following reasons for their decision:

- The 35 gallon carts are too small to accommodate the average household trash/recycle volume.
- The footprint between the 95 gallon and the 65 gallon cart varies by only 2 inches. The height provides for the increase in volume capacity. The cans are designed this way since most people have issues storing a wide can rather than a tall can.
- Staff felt that offering 3 sizes would likely add confusion to the process and make it more difficult to administer the delivery and long term maintenance of the carts.

With this research and knowledge, City staff made the recommendation to Council in August to provide citizens with 65 gallon and 95 gallon cart options for the following reasons:

- On windy days, 35 gallon carts have been known to still blow out in the streets like garbage cans.
- Because the cart stays with the house and it is City owned, it could create an issue with switching carts out with different home owners.
- Providing a smaller container size would be an additional cost and administrative burden.
- The 65 gallon and the 95 gallon carts have identical lids and may be used interchangeably to accommodate a replacement base. The 35 gallon lids are smaller and will not fit a 65 or 95 gallon base.
- The vast majority of residents will be able to accommodate the 65 gallon container.
- There is approximately 6 inches in width difference between the 35 and 65 gallon container.

- Staff is already struggling with finding storage for the four different carts (2 for recycling and 2 for garbage).

To accommodate citizens who are unable to place the carts at the curb due to medical conditions City staff offers door step service where residents can place their trash bags on their front door step and staff will collect the items from there (staff estimates that we currently have 5 residences receiving this service). Staff also works with homeowners on placement issues which are typically resolved by outdoor placement with some sort of screening to comply with zoning regulations. The Town of Normal also provides similar door step service and stated that it also works with homeowners on placement issues which will comply with zoning requirements.

It is staff's recommendation to continue providing 65 gallon and 95 gallon cart options and to allow staff to continue to work with homeowners citing issues with the size of the containers.

3. Alternative Service Providers



There are several alternative service providers in the Bloomington-Normal area which provide similar solid Waste services to that of the City of Bloomington.

- a) Allied Waste services (a Republic Services Company)
 - b) Henson Disposal (Peoria Area)
 - c) Area Disposal (PDC Disposal)
 - d) Casali & Sons Disposal
 - e) Town of Normal
 - f) Midwest Recycling
- a) **Allied Waste services (a Republic Services Company):** Provides waste management services for collection, recycle composting, transfer and disposal. Republic Services is America's second largest non-hazardous waste services company with over 2,800 contracts for municipal collection services in over 40 states. Republic also owns and operates more than 200 transfer stations and nearly 200 solid waste landfills, including the McLean County Landfill located at 2105 W. Oakland Avenue in Bloomington and the Bloomington Transfer Station at 2112 W. Washington Street in Bloomington.
 - b) **Henson Disposal:** Offers residential waste management services providing weekly curbside pickup for household refuse, bi-weekly curbside recycle collection, bulk item disposal, and operates an electronics drop off facility. Henson Disposal currently provides trash services & rural container service to the following areas: Rural Bloomington, Normal, Downs, Towanda, Lexington, Leroy, Hudson, Carlock, Bentown, Holder, Merna, Heyworth, Wapella, Shirley, Covell, Danvers, and Lake Bloomington.
 - c) **Area Disposal (Peoria Area):** Provides solid waste disposal and recycling services to 38 counties across central Illinois, including McLean County, and five counties in northeast Missouri. Area disposal also operates 4 landfill locations around the regional area including Clinton Landfill, Inc. in Clinton, Hickory Ridge Landfill, Inc in Baylis (formerly Pike County Landfill, Inc.), Indian Creek Landfill in Hopedale, and PDC #1 Landfill in Peoria.
 - d) **Casali & Sons Disposal:** Provides weekly curbside & rural route collection services, weekly/bi-weekly/or monthly container service, call ahead bulk item removal, and commingled recycle collection. Casali & Son's currently hold contracts with the City of Gridley, Danvers, Hudson, and Downs, Illinois.

- e) **Town of Normal:** Provides municipal solid waste services with the provision of weekly curbside collection of household refuse, recycle, bulk items, and landscape wastes.
- f) **Midwest Fiber Recycling:** Provides single stream recycling for residential and business customers with operating facilities in Bloomington-Normal, Decatur, Springfield and Peoria. The City of Bloomington currently utilizes Midwest Fiber for the disposal of recycling materials. The City's current contract with Midwest expires in May 2015.

4. Regulatory Implications



Staff continues to monitor Federal, State, and local policy issues to ensure the Solid Waste Program remains in compliance and future legislation does not adversely affect the City's ability to provide solid waste services to residents. The major regulating authorities for the City's Solid Waste Program are the U.S. Environmental Protection Agency (US EPA), the Illinois Environmental Protection Agency (IEPA), and the Bloomington City Council.

Pertinent Federal Regulations

Under the US EPA regulations the City is required to staff the city owned and operated drop off facility located on East Street. In order to satisfy this requirement the City employs seasonal labor year round so that residents may drop off their brush, bulk waste, leaves, grass clippings, and appliances. This is a cost which may be subject to further analysis as this service is already provided curbside for paying customers.

Pertinent State Regulations

The Illinois Solid Waste Planning and Recycling Act (SWRPA) requires Illinois county governments to prepare, adopt and implement a twenty-five year municipal solid waste management plan. In 1991, the McLean County Board formally adopted an Integrated Solid Waste Management Plan (ISWMP) in accordance with the Illinois Solid Waste Planning and Recycling Act. The Act also requires that the adopted plans be reviewed and updated every five years. At each five year interval, any necessary or appropriate revisions are to be submitted to the Illinois Environmental Protection Agency (IEPA) for review and comments. McLean County's ISWMP has been updated four times since the adoption of the plan. In 1997, the Solid Waste Coordinator of McLean County prepared an update that satisfied the IEPA five year update requirement. In 2002, the McLean County Regional Planning Commission prepared the second five year update to the plan. In 2007, the Ecology Action Center provided Solid Waste Coordination services to Mclean County issuing the third update to the plan. Most recently, the Ecology Action Center completed the 2012 update to the ISWMP and issued the final report to the IEPA for review and comment. Goals outlined in the ISWMP focus on the following key elements:

1. Expansion of commercial and industrial recycling throughout McLean County.
2. Substantial expansion of residential recycling through a combined program of curbside collection and drop-off centers.
3. Continued composting and land application of landscaping waste.
4. Increased source reduction through an active educational and promotional program.
5. Development of opportunities for the recycling of construction and demolition materials.
6. Continued land application of sludge from wastewater treatment facilities.
7. Evaluated options for the separate collection and disposal of household hazardous wastes.
8. Increased opportunities for the recycling of bulky waste, tires, and motor oil.
9. Landfill disposal of wastes that are neither recycled or combusted.

Pertinent Local Government Ordinances

As previously discussed under the Issues & Needs section of this report, one issue requiring immediate policy direction from City leaders is the provision of automated refuse and recycle collection services to apartments, apartment complexes, and condominiums. The logistical issues of servicing these businesses have been previous topics of discussion, however, operationally; staff will need final guidance on the issue before the distribution of the trash carts.

Bulk waste collection presents another policy discussion pertinent to this study. As presented in Issues & Needs, the provision of bulk waste is identified by staff as the single highest cost in the Solid Waste Program, representing an estimated 59% of overall program costs. In efforts to reduce the City's General Fund subsidy to the Solid Waste Program, staff proposed several options and recommendations in this report.

Organizational Review

The City of Bloomington is not unique in its endeavor to analyze current solid waste collection practices and research alternative methods and techniques utilized by differing municipalities and private industries. The City's decision to transition from manual collection to automation came from researching best practices with a goal of creating a safer and more efficient working environment. Further research into best practices may provide some insight into future options for the City of Bloomington as the City evaluates its policies governing the Solid Waste Program. Research into case studies of successful solid waste collection practices is provided in appendix 4. on page 44.

5. Upcoming Reports



Final Report:

After receipt of comments from the public and City Council, City reviewers shall produce a final report. Final report will include a proposed fee structure for Council consideration.

Final Report due date August 31, 2013

Appendix

1. Program Information from 2013 Survey *a. Solid Waste Practices in Central Illinois*



Normal

Users: Users of city service are determined by building type: Only houses and duplexes are served. House-style and duplex-style structures receive service – and billing – regardless of how many related and unrelated people dwell in them. Landlords/owners of all other structures must contract for their own services.

Curbside Recycling: In mid-July 2012, the town launched a curbside program using tote carts which are collected by one-person trucks using machines equipped with mechanical arms. Previously, residents could recycle only at drop-off points. Residents pay \$60 for a cart – they paid half for early pre-orders this spring – and choose either 95- or 65-gallon containers. Recyclables are dual stream – not separated by type – and pickup is weekly. At the program launch, a 48 percent participation rate by the 10,500 households served in Normal exceeded expectations. Prior to this, Normal provided recycling at 14 drop points. It removed four drop sites and will close two more in April 2013.

Curbside garbage: The town has, for years, used one-man trucks with side-arm loaders that mechanically pick up a tote cart and empty it. However, use of the tote carts was not mandatory until September 2011, and only a quarter of residents opted to use them before required to do so. The town realized vast efficiency once the totes were required. Carts initially were distributed without direct fee to the residents. (They are charged \$60 per cart now.)

Large items and landscape: The city collects landscape waste -- excluding sod, dirt and grass -- at the curb weekly. All landscape waste, including grass and sod, is accepted at the Normal Public Works site on Warriner Street, where mulch is available without charge. That site also takes electronics and thermostats.

Dollars: Also for 2012, the council raised the refuse fee from \$10 to \$12 per month per user. The fee generates 35 percent of the cost for all solid waste services. For a budget nearing \$4 million, about 53 percent comes from general revenue.

Urbana

Revenue-neutral: Urbana defers trash collection responsibilities to residents, landlords, and private haulers while aggressively pursuing recycling. It defers trash collection issues to landlords in apartments with 5 or more units but it runs recycling in the large complexes. The city runs a revenue-neutral solid waste program, neither making money nor using subsidy from other revenue streams such as the general fund. To pay for all costs, it charges licensing fees to private haulers and assesses a \$2.50 per month recycling tax to each household. (Residents of boarding houses, such as fraternities and sororities, pay \$2 per occupant.) The tax generates about \$500,000 annually.

Curbside trash: Residents and landlords eligible for curbside trash collection choose from a list of city-licensed haulers, currently nine at the time of this report. Haulers pay \$320 per year for a license plus \$160 per truck being used in the city. The haulers charge based on a household's trash volume. They set prices without government regulation. A resident using a single, 32-gallon cart each week pays as little as \$15 a month, while a household using two 96-gallon totes pays as much as \$57 monthly – more, if there is extra garbage.

Recycling: The city contracts its weekly recycling to two haulers. ABC Sanitary Hauling and Recycling handles all recycling for single-family homes, plus apartments with fewer than 5 units. Recycling for larger apartment structures and complexes is contracted to Community Resources. The city spends \$195,000 on single-family/small apartments recycling and \$215,000 for recycling at larger apartment complexes. The city is converting from 14-gallon bins to 32-gallon carts. One cart will be issued free of charge. Residents pay \$32.67 for additional carts.

Yard waste, grass: Curbside fall and spring leaf collection is done at no added cost to residents; the city picks up compost bags at the curb. Some haulers also pick up yard waste year round for an extra fee. Landscape recycling (including grass clippings, etc.) may be dropped off for \$8 to \$11 per cubic yard, depending on the material. The center also serves Champaign. The Landscape Recycling Center is open to businesses, including commercial landscapers, as well as to residents. Chip and compost products sold there offset all costs, including equipment.

Large items: Urbana has no involvement in large-item pickup. Residents must make their own arrangements with a hauler.

Champaign

Hauler selection: Champaign employs essentially the same method as Urbana in handling trash collection for single-family homes and apartments with 4 or fewer units: It is up to the residents and landlords to arrange trash pickup from city-licensed haulers. The same goes for large-item disposal. On its Internet site, the city lists nine haulers but does not include a price list. The city does not publish a set rate schedule, but the city administration places the household's cost at \$14 to \$40 per month. Haulers pay the city \$100 per truck.

Curbside and apartment recycling: The private haulers for houses and small apartments (4 units or less) are required to offer weekly curbside. Additionally, Champaign contracts for a single hauler, Allied Waste, to handle its multi-family household recycling (more than 4 units). Allied places and maintains 96-gallon carts in the shared garbage areas of apartment buildings. Each apartment unit is assessed a \$2.60 per month recycling fee. (It's \$1.30 per person in boarding houses such as fraternities.) The city spends about \$250,000 per year to operate its recycling program. It at least breaks even annually.

Yard waste: Champaign residents and businesses may drop landscape waste of all types, including grass, at the Landscape Recycling Center at the former Urbana landfill. Champaign acts as a sort of silent partner to the operation, which is run by Urbana. User cost is \$8 to \$11 per cubic yard, depending on the type of material. Companies as well as residents may use the service. Champaign undertakes leaf collection in the spring and fall at no added cost to residents. Residents use compost bags. It costs the city \$170,000 per year and residential fees pay for the service.

Decatur

Hauler territories: Decatur historically has divided its city into territories served by private trash haulers. One hauler may buy rights to a territory from another. Currently, there are 9 trash companies serving houses and small apartment complexes, but at one time there were at least 45. There still were 20 haulers in the early 2000's. City government wants competition and to include small haulers but also has enacted reforms to ensure greater quality and promote conservation and recycling. Those reforms are one reason that a number of haulers have sold off their zones and stopped working in the residential Decatur market. Veolia Environmental Services is the major company, serving about three-quarters of the city's 27,000 stops. Decatur places apartments with 6 units or less into its city program. Larger apartment complexes must make their own arrangements. The companies pay a fee to the city.

Curbside trash: Prior to 2011, residents could discard unlimited amounts and could get twice-weekly collection. Now, they get service once per week – paying \$14.50 a month if using a 96-gallon cart or \$17.50 if using more than one. The city sets the rate for haulers.

Recycling: Residents pay a \$2.50 monthly recycling fee. The city gives haulers \$1.65 of that and uses the rest to pay for other recycling costs. Slowly, Decatur is recovering cost of a 2011 capital outlay for recycling tote carts that the city distributed without charge to residents as part of a major recycling push. That push resulted in an increase in recycling participation from 14 percent of households to 56 percent. Residents pay \$50.60 for additional recycling carts.

Large items: Residents get up to five large household items picked up annually without added cost but pay \$25 if an item has a refrigerant requiring removal. Residents pay haulers for additional large-item pickup.

Yard waste: Residents pay \$1 per month for hauling of all yard waste, including grass clippings.

Dollars: The city generally avoids spending from other areas to pay for solid waste but has spent about \$2 million over three fiscal years from other funds for recycling carts.

Peoria

One contractor: The City of Peoria uses contracted services from a single hauler for most of its refuse functions. Starting in 2010, PDC Area Disposal (formerly Peoria Disposal Company) took over primary collection service from Waste Management, the smaller PDC having outbid the solid-waste giant. The contract is for five years. PDC serves 40,000 stops and receives \$5.6 million per year from the city.

Curbside trash: The city is moving toward a self-sustaining refuse program rather than one dependent on other city funds. It collects a \$13 per household refuse fee (\$14 starting Jan. 1, 2013) and the revenue pays for PDC services. The rate had been \$6 before 2012, and condos pay the old rate because they receive no yard-waste services. Services are limited to single-family homes and apartments with 4 or fewer units. Landlords/owners of larger complexes must contract their own services. PDC sought to boost efficiency and decrease litter by introducing residences to trash tote carts. The cart stays with a dwelling and must remain if a resident moves. Residents may rent additional carts for \$2.50 a month with a choice of 95, 65 or 35 gallons. Tote use is not mandatory; one-person crews still collect by hand.

Curbside large items: For no additional fee, PDC will pick up neatly placed household items. Billing will ensue if the material is piled. No contractor material is excluded.

Curbside recycling: Recycling gets picked up monthly at no added user fee. PDC also aggressively promoted recycling upon taking over the Peoria territory, and it has increased participation from 3,000 to 9,000 households (23 percent). Recycling totes – 96-gallon -- remain company property, and residents pay a \$50 deposit to use one. They are required for recycling. As part of the company's push for recycling participation, it occasionally runs promotions in which the deposit is waived, and it targets lower-income areas for these promotions.

Additional services: Yard waste is collected from April 1 to Nov. 30, also with no extra fee, if placed on the curb in marked containers or compost bags. PDC will collect up to 20,000 illegally dumped tires per year under the contract and will drop off and collect Dumpsters for neighborhood cleanups up to 140 times annually. It collects roadside dead animals too.

City subsidy: The City of Peoria stated that no additional funds, beyond direct refuse fees, are used to pay for refuse services.

Springfield

Curbside: Single- family households and small apartments (4 units or less) get weekly curbside garbage and recycling collection controlled by the publicly owned utility City Water Light & Power (CWLP). The household cost is \$11.75 per week if using a single 95-gallon cart and \$14.25 if using two carts. Residents choose from four private haulers: Allied Waste, Waste Management, Illini Disposal or Lake Area Disposal. The city utility sets the price.

Recycling: CWLP also assesses a 50-cent monthly recycle fee to all residences covered by service whether they opt for recycling or not. The fee generates about \$188,000 and pays for 15-gallon recycling bins, which are given to residents at no additional charge. Recycling details depend on a resident's private hauler.

Large items: CWLP contracts with Allied Waste for \$120,000 to collect limited amounts of large items per customer. The recycling fee also pays for the service. A household is allowed one free pickup per year with a maximum three items, only one of which may contain Freon. Residents must make their own arrangements for additional large-item disposal.

Landscape waste: The city collects branches left by the curb, or dropped off at a city facility, without added cost to residents. Grass and leaf collection costs \$1.50 per sticker; the stickers must be placed on cans or compost bags. The material was being collected by the city's Public Works employees this summer (2012) while contractual services were being arranged. Collection is done in an area as needed, as deemed by the city. The fee is waived during special spring and fall collections.

Dollars: The city utility expects to subsidize its solid waste program this fiscal year by \$330,000 to \$380,000. Out of its corporate fund, it expects to spend \$50,000 to \$100,000 in the current fiscal year for landfill cost and another \$50,000 for a staff recycling coordinator. Part of the landfill cost stems from a neighborhood improvement project in which blighted housing is demolished. The utility spends about \$230,000 annually out of its sewer fund for spring and fall leaf collections.

Pekin

Municipal collectors: Countering the trend of contracting services, the City of Pekin bought equipment, hired its own employees and ended contracted service in 2004 for its refuse programs. Its city leaders questioned whether contracted service actually produced cost-effective service. Crews provide weekly trash, recycling and yard-debris pickup, with 1,100 to 1,400 stops daily. Only single-family homes and apartment buildings with 4 units or less get service.

Curbside trash: Residents pay \$40 for 35-gallon tote containers and \$60 for 95-gallon totes. Garbage trucks are equipped with hydraulic lifts to pick up the carts and empty them.

Curbside Recycling: Residents place 16-gallon single-stream bins on the curbside weekly. They pay \$8 for the bins.

Large items: The city picks up large household items from the curbside at no charge to the residents.

Yard waste: Residents can place compost bags or garbage containers with yard waste, including grass clippings, on the curb. Brush including limbs can be bundled with a bundle weight limit of 50 pounds. The city cost is about \$100,000 per year.

Dollars: The refuse budget totals \$1.2 annually and the revenue to pay for it, other than the container fees, comes from the city's general fund. There are no user fees for garbage, recycling, yard waste or large-item pickup.

Morton

Private company tradition: Morton operates under a system that is almost fully privatized. While the Village and the company PDC agree upon trash rates, PDC provides virtually all refuse services, billing included. The private relationship dates to at least 1941 when Grimm Brothers Trucking Inc., using a pickup truck, began a contractual arrangement. PDC bought Grimm Brothers in 1990 but kept the Grimm Brothers name and a family relationship. The operations manager in Morton, Mark Grimm, is third-generation in the industry. Village service includes homes, duplexes and small apartment buildings. Landlords of 4-plexes may opt-out of the program. Larger apartment structures and complexes are excluded.

Pay As You Throw: Morton operates under a "pay as you throw" system. Residents buy trash stickers for \$2.70 apiece at local stores. They affix a sticker to each 32-gallon can. In this way, residents pay by volume. A drawback to the system is that it creates a temptation to dump illegally to avoid the cost. Grimm Brothers also picks up 65-gallon tote carts. Cart users are billed \$11.50 per month, plus \$7.50 per quarter for cart rental. If they have more trash than the cart can hold, they can additionally put out cans with stickers.

Curbside Recycling: Residents may use 18-gallon bins, given to them by the city over the years, or they may rent a 65-gallon tote cart from Grimm Brothers for \$2.50 per month. About 350 of 5,200 households (7 percent) use the carts.

Yard waste: 32-gallon compost bags are picked up at the curb for \$2 per bag. They may include all types of landscape waste including grass clippings.

Village cost: During spring and fall, the village runs a free drop-off program at the sewer plant. Morton paid \$36,800 plus labor in the 2011-2012 fiscal year and received a \$22,500 grant from Tazewell County to offset that cost. This service and purchase of recycling bins are the only expenditures by the village.

Large items: Grimm picks up large household items, but not construction material, under the sticker system. Residents pay \$15 for a larger item such as a couch and \$2.70 for the smallest items, such as a broken lamp.

Mobile Home Parks

Service to trailer courts is something of a gray area in municipal solid waste. Some mobile home parks get service – or are excluded from it -- as if they are large apartment complexes or businesses. Other trailer parks get service as if they are a series of single-family homes. Service depends on the city and sometimes is different in different mobile home parks within the same city.

- **Bloomington:** Provides full service, treating trailer parks as a series of single-family homes.
- **Normal:** Does not provide service to mobile homes.
- **Urbana:** Has no mobile home parks within city limits.
- **Champaign:** Has two parks. One is treated as single family, one as multiple family. Policy is under review.

- **Decatur:** Does not service mobile home parks.
- **Peoria:** Does not service mobile home parks.
- **Springfield:** Case by case in 43 trailer courts.
- **Pekin:** Collections for one of two is done, and the one served has residents placing carts in a single spot at the front of the park.
- **Morton:** Does not service mobile home parks through village service.

Snow Removal Operations

Bloomington

Solid Waste Approach Summary: This service is provided in house by the City of Bloomington. All houses and apartments are eligible. Multiple units may opt in.

Service Approach: All snow removal services in Bloomington are completed in-house. Employees from the Streets & Sewers Division and Solid Waste Division are organized for snow removal on city streets (per union contracts, Water Department employees may not be utilized for snow removal). In these two divisions, there are 68 FTE employees who work on snow removal at any given time. During snow events, eligible employees are assigned snow removal duties based off a seniority list as needed. There are no shift requirements and employees having already worked an eight hour shift may spend the rest of the day performing snow removal services if they are given the option based on the seniority list. The Parks employees perform snow removal on City properties such as the Parks, Zoo, and Coliseum. They are not responsible or utilized for snow removal on City streets during regular events. For extreme snow emergencies as seen two years ago, Parks employees can be called upon to provide snow removal assistance. No seasonal employees are hired for snow removal purposes since that is not allowed under the current union contract. Employees are responsible for 19 primary and secondary snow routes which span 24 snow route districts within the City as seen on the maps included with this report.

Service Area: The City of Bloomington is responsible for removing snow and ice from approximately 800 lane miles. Included at the end of this report is a copy of the City's Snow Response Program providing detailed information relating to City policies and route information.

Budgeting: Historical data is used to project snow removal costs. Labor costs from Streets, Sewers, and Solid Waste Divisions associated with snow removal services are funded through the Snow and Ice Removal Budget. FY 2013 Snow and Ice removal budget was \$843,266. This budget included \$351,650 for labor costs (projected year end \$351,650) and \$431,509 for materials and supplies (projected year end \$242,300 due to very moderate winter weather in 2012). On average, the City will use roughly 9,000 tons of salt per year. This usage can vary depending upon the severity of the winter season. A 5% increase is built into the budget each Fiscal Year to accommodate the rising price of salt. FY 2014 budget is recommending \$715,000 for the procurement of rock salt (of the \$242,300 year end projections for FY 2013 for materials and supplies, \$190,000 was for salt procurement. This was due to only having to purchase 3,000 tons of salt to replenish the City's supplies due to the moderate 2012 winter).

Capital Assets:

- 5 End Loaders with Plows
- 2 Backhoes with Plows
- 26 8 Ton Dump Trucks
- 5 1 Ton Dump Trucks with Plow and Spreader
- 2 4WD Pickups with Plow

Have You Looked At Privatizing Snow Removal Recently?: No. The transition to automated collection will reduce the number of employees needed to provide solid waste services. Because solid waste employees are also utilized for snow removal activities, the question of how the City plans to handle the provision of these services has become an operational question for City leaders. Staff recommends keeping regular workers while eliminating 14 seasonal positions.

Champaign

Solid Waste Approach Summary: Residents have a choice of nine different haulers. Fees are unregulated. Houses and apartments are serviced if comprising 4 units or less.

Service Approach: The Public Works Department is responsible for providing snow and ice removal for the City's streets and parking lots. Snow and ice removal on primary routes is to be completed within 12 hours of cessation of the storm. In snow events of two inches or more, secondary routes will be cleared within 24 hours after primary routes. Dead ends and cul-de-sacs will be cleared within 36 hours after primary routes. In the event that snowfall is too heavy, private contractors can be called on to assist with snow removal. This occurs rarely. In the event that private contractors are needed, they are usually responsible for removing snow from dead ends, alleys, and cul-de-sacs. In the Downtown Business District, City Administration has the ability to put the snow ordinance into effect. This applies when snow events of two inches or more take place.

Service Area: Champaign's service area consists of about 300 miles.

Budgeting: The budget process is similar to the others listed. Historical average costs are reviewed to create the budget for snow removal materials and services in the City each year. Labor costs for snow and ice removal is dependent on the amount of snowfall for the season and timing of the snow event.

Capital Assets: 14 Snow Plow Trucks

Have You Looked At Privatizing Snow Removal Recently?: The City maintains contracts with private snow removal entities in extreme snow events but outside of that, no.

Decatur

Solid Waste Approach Summary: Residents have a choice of nine different haulers. The City establishes the fees. Houses and apartments are services comprising 6 units or less.

Service Approach: All services related to snow removal are done in house. Employees in the Public Works Department are split into two separate divisions (Municipal Services and Engineering). The Municipal Services division is mostly responsible for snow removal. In addition to these employees, each year, three employees from Water Services are assigned to primary snow removal. Fleet Maintenance assists this operation by repairing snow removal equipment.

For the past two years, Decatur has had an auxiliary snow removal plan in place. Under this plan, Decatur has a list of 8-10 non city employees (with CDLs) who have agreed to be on call during snow conditions. These employees are only to be called if the City of Decatur is unable to plow the streets with its crews. This system was established as a result of problems that the city experienced with workers not responding to snow and ice removal calls. The Union said that the City could not discriminate against workers for voluntary overtime situations. Therefore, when these workers were contacted to plow snow, they were not required to answer their

phones. This resulted in the establishment of an auxiliary plan to ensure that the plowing equipment would be operated when needed. After the second year of the program, the Union and City officials created a letter of agreement that requires city workers to answer their phones when called upon for snow removal. This year will be the test year with the letter of agreement established.

Service Area: The city is divided into 20 snow removal routes consisting of an estimated 800 lane miles.

Budgeting: Accurately tracking snow removal costs is difficult. The city does not keep a separate account to bill the hours of full time employees who are moved to snow removal duties. However, after employees surpass their normal 40 hour work week, this time is billed to snow removal. Other billable items include overtime, salt, and repairs to equipment. Since the amount of snow from year to year varies, the cost for the City to provide this service varies as well. To budget, the department compares costs in recent years to create the following year's budget.

Capital Assets:

- 23 Heavy Duty Snow Plows
- 8 Medium & Light Duty Snow Plows
- 6 Loaders & Misc. Equipment

Have You Looked at Privatizing Snow Removal Recently?: Staff spoke with the City of Decatur's Public Works Director, Dick Borders, who has 22 years of experience in this field, has worked for local government and for private contractors. This experience allows him to provide information from both viewpoints. He provides the following explanation as to why local government and private contractors are unable to completely privatize snow removal. The first problem associated with complete privatization is related to equipment. For example, the City of Decatur has 23 large snow plow trucks primarily for snow and ice removal. In Mr. Borders' opinion, a contractor cannot finance a fleet of this size to sit in parking lots for the few months each year that snow removal is needed. Further, when one city requires snow removal, other cities in the region will likely require snow removal at the same time. This creates a feast or famine situation that prohibits the contractor from scheduling the work out over the following weeks as cities require snow removal immediately. The second problem associated with complete privatization is related to bidding. When selecting a private contractor, the City must be able to clearly define a service. If the service cannot be clearly defined, the contractor will have to make worst case assumptions and will bid high to cover any unforeseen costs to ensure a profit is realized. Snow removal falls into the category of services that cannot be easily defined. For example, how many times each year is the contractor required to plow and on which days? Without knowing how many times or the exact days, the contractors are unable to use the equipment on other jobs and this cost will be passed onto local governments. This creates an unstable situation where the City is very likely to overpay for snow removal services. In a managed competition environment, the private sector will not be able to compete.

Morton

Solid Waste Summary: Operates under the "pay as you throw" system where the city and PDC (private company) agree on trash rates. Residences comprising 4 units or less are serviced. Buildings comprising 4 units may also opt out.

Service Approach: Snow removal is entirely a city service. Only in extreme events are private entities hired to assist in snow removal. The last time a contractor was used was two years ago during a severe snow and ice storm on February 2nd. An operator and loader were needed to assist to city's snow removal effort. Employees from Water, Gas, Sewer, and the Public Works Departments are responsible for snow and ice removal. In

addition, 6-8 part-time employees fill in to assist with snow plowing. Hiring part-time workers is dependent on the amount of snowfall from year to year.

Service Area: The Village of Morton is divided into four areas of effort consisting of approximately 250-300 lane miles of pavement and 90 dead-ends and cul-de-sacs. On average, City employees will drive over 700 miles to clean-up after an average snowfall.

Budgeting: Since workers are pulled from other departments and snowfall varies from year to year, a flat amount is budgeted for snow removal each year based on historical averages. Materials needed to provide this service include equipment, salt, overtime and some additional part-time labor.

Capital Assets

- 9 Trucks
- 2 Tractor/loader/backhoes

Have You Look At Privatizing Snow Removal Recently?: No. the City has always performed this service in house. The only time outside help is used is in extreme situations.

Normal

Solid Waste Summary: City crews provide solid waste pickup for houses and duplex style homes only.

Service Approach: Almost all snow and ice removal for Normal is done in house. Through an agreement with McLean County, Normal is responsible for snow and ice removal at McLean County Nursing Home located at 901 N. Main St. Normal hires a private company to remove snow and ice at this location. This agreement with the County has been in place for approximately seven years. This is the only instance of privatized snow removal in the town.

Employees from Street, Sewer, and Waste Removal divisions are responsible for snow and ice removal. The Parks and Recreation Department provides some assistance as needed with parking lots around the city. No part-time or seasonal employees are used for snow and ice removal.

Service Area: The town is responsible for removing snow and ice from approximately 432 centerline miles.

Budgeting: To budget for snow removal services each year, the department takes historical data into account. The main budget line items of concern for snow and ice removal include overtime, equipment costs, and salt. Each year, the town purchases 5,000 tons of salt. Since temperatures were increased and snow events were lower than average last year, the city had salt leftover and stored this for the next year. Due to the increased salt inventory, the city ordered only 3,500 tons of salt for this year. Examples like this result in difficulties for creating an exact budget for snow and ice removal from year to year. The timing of storms also has an impact on the city's budget. For example, if it snows during the week, the workers from different departments that have worked 40 hours or under are not counted as costs on the snow and ice removal budget until they surpass 40 hours. However, if it snows on the weekend, these workers have already completed their 40 hours and each hour that they are plowing snow (weekends) is counted on the snow and ice removal budget.

Inventory: The City has 21 pieces of equipment available for snow removal.

Have You Looked At Privatizing Snow Removal Recently?: No. At this time, the department is considering plowing the lot at McLean County Nursing home instead of hiring a private company to plow it. The

department believes that they can provide this service at a lower price than a private contractor without interrupting the level of service currently provided.

Other Advice: The town has not had any problems with the snow removal approach that is currently in place. The goal is to have the streets and parking lots cleared within 24 hours of a snow event. The approach that is in place allows the city to achieve its snow removal goal.

Pekin

Solid Waste Summary: Countering the trend of contracting services, the City of Pekin bought equipment, hired its own employees and ended contracted service in 2004 for its refuse programs. Houses and buildings comprising 4 units or less are serviced. The rest of the buildings must retain private haulers.

Service Approach: Snow removal is entirely a public service. In very rare situations, contractors may be utilized to clear alleys but Mr. Shaw emphasized that this only occurs if there is a very bad storm and all other resources available are unable to remove snow and ice quickly enough.

11 employees in the Streets Department can be used for snow and ice removal. If extra help is needed, employees from the solid waste department can be assigned to operate snow plowing equipment. Employees can be assigned to 12 hour shifts and separated into two separate groups to ensure that Pekin has around the clock snow and ice removal services when necessary.

Service Area: Snow removal employees are responsible for 11 snow routes. For snow events less than two inches, plows will be assigned to only the primary snow routes and hill areas depending on road conditions. For snow events larger than two inches, plows will work the primary snow routes and hill areas first and will return as needed. After the primary roads are clear, side streets will be addressed as needed during the snow fall event but otherwise will be addressed the next regular workday.

Budgeting: Each year, a budget is created for “materials.” Every year, 3,000 tons of snow and ice salt and 5,000 gallons of calcium chloride are purchased. These amounts are based on historical averages. Employees who are at 40 hours or less do not count against the snow removal budget. Once an employee is over 40 hours, these costs are counted on the snow and ice removal budget.

Capital Assets:

- 11 Front Line Trucks Equipped with Reversible Plows, Wing Plows, Spreader Boxes and Liquid Dispensing Tanks.
- 3 Spare Trucks Equipped with the same as above
- 1 Cat Wheel Loader
- 1 Truck Mounted Spreader
- 1 Truck Mounted with Anti-icing System

Have You Looked At Privatizing Snow Removal Recently?: City staff interviewed Bob Shaw, Director of Public Works for the City of Pekin. Mr. Shaw has been in this position in Pekin for about 18 months. To his knowledge, this has always been a public service. There is an option to call in contractors for alleys but this is an absolute last resort.

Other Advice: Prior to accepting the position in Pekin, Mr. Shaw was in charge of snow removal in Peoria for 10 years. During the end of his time in Peoria, Mr. Shaw said that the Public Works Director (no longer the director today) wanted to privatize snow removal. According to Mr. Shaw, he had a bad experience with this.

For example, contract workers often did not know all of the roads, their equipment was not sufficient to complete the job, and the overall quality of service provided was lower than the level of service that the city was able to provide. After his experience with privatizing snow removal, Mr. Shaw said that he would not recommend this approach to other cities.

Peoria

Solid Waste Summary: The city uses contracted services from PDC (private company). Houses and apartments with 4 or fewer units are eligible.

Service Approach: A combination of full-time public workers, part-time seasonal hires and contracted companies are used for snow removal.

Service Area: The city is organized into 18 snow routes, 5 of which are contracted out to private companies. The five contracted routes are all residential streets.

Budgeting: The five routes that are covered by private contractors are easy to monitor and track budget data. However, the routes that are maintained by the city are difficult to track as workers from different departments are used for plowing duties. Part-time workers are guaranteed two days of work per week. How much they work after that depends on snowfall, which is difficult to predict and is not constant.

Capital Assets:

- 28 7 Ton Vehicles
- 2 10 Ton Vehicles
- 12 1 Ton Vehicles
- 3 Caterpillar Backhoes
- 3 Loaders

Have You Looked At Privatizing Snow Removal Recently?: The 2007-2008 season was the first year that the city partially privatized snow removal. During their research, they determined that the most cost effective way to provide snow removal for the city was by hiring contractors to provide some partial assistance on residential routes that do not require heavy equipment. Peoria decided to contract 5 of the 23 snow routes to private vendors.

Other Advice: City staff spoke with David Haste, City Streets, Sewers, and Forestry Manager. Mr. Haste shared the following advice based on his professional experiences. Private snow removal companies often do not have the large equipment to plow primary streets. If they do, the cost to provide this service is very high. Most companies require a retainer fee that the city will pay for year round for snow removal. In the late 1980s, Peoria tried to completely privatize city snow removal. They found that complete privatization is too expensive and contractors have a difficult time handling routes that require heavy equipment. Snow removal has a number of variables that are difficult to predict and working this into a contract that does not put the city in a bad financial situation is very difficult.

Springfield

Solid Waste Summary: Residents in Springfield choose between four haulers: Allied Waste, Waste Management, Illini Disposal, or Lake Area Disposal. The city utility sets the price. Houses and apartments with 4 or fewer units are eligible to receive the service.

Service Approach: Full-time employees from the Streets Department, Sewer Department, and Motor Vehicle Department are responsible for snow removal. Private contractors are on call in the event of a storm producing over 10 inches of snow. Seasonal workers are not hired to assist with any snow removal services. The City does have the option of calling three workers who were laid off two years ago to perform snow removal duties. These workers have been called back in some events.

Typical hours of operation for snow removal is 7:00 am to 3:00 pm. After 3:00 pm, “trouble spot” teams are called for snow removal if the type and size of storm warrants a need for additional snow removal employees. If the snow event is large enough, the city can split “trouble spot” workers into A and B shifts, of 12 hours each, to achieve 24 hour snow removal.

Service Area: The City is responsible for 386 centerline miles. More detail on this service cannot be provided as the snow and ice removal plan in Springfield is an internal document.

Budget: Each year, past trends are analyzed to determine how much money should be budgeted for resources primarily including salt, labor and equipment repairs.

Capital Assets: The document containing this information is an internal document. Staff’s connection was unable to provide the details of inventory for snow and ice removal at the time the survey was being conducted.

Have You Looked Into Privatizing Recently?: Aside from the emergency agreement that allows the city to supplement staff with a private contractor in snow events of 10 or more inches, no investigations into privatizing snow removal have been made.

Urbana

Solid Waste Summary: Urbana defers trash collection responsibilities to residents, landlords, and private haulers while aggressively pursuing recycling.

Service Approach: Snow removal equipment is used only by full-time employees. The employees that are responsible for this service are shifted from the landscape division. Part-time employees are also hired for shoveling sidewalks.

Street snow removal is done in house. Urbana does have a company under contract to remove snow from city owned parking lots. The contract is set up in a way that the city must call the contractor each time the lots are to be plowed. This service approach is helpful to the city, since parking lots are used during business hours, leaving only a small time window to remove snow.

Service Area: The City is responsible for approximately 250 lane miles. Recently, the city passed a sidewalk and snow ordinance for the business district. After two inches of snow or after the city announces that the snow ordinance is in effect, businesses in this zone have 24 hours to clean their sidewalks. City administrators considered contracting sidewalk snow removal in the business districts but it was determined that implementing the snow ordinance would save the city money. Further, this ordinance was supported by the public. Last winter was the first year for the ordinance. It was only put into effect one time and everyone was compliant.

Budget: The snow budget averages \$140,000 per year to maintain approximately 250 lane miles.

Capital Assets:

- 6 Dump Truck Snow Plows

- 1 Tandem Dump Truck Plow (EPOKE Spreader System)
- 3 Backhoes
- 4 One Ton Snow Plows
- 3 End Loaders
- 1 Grader
- 2 Skid Steer (Parking Deck Only)
- 1 Riding Snow Blower with Attachments
- 2 Pickup Trucks with Plows (PW 18, MP 35)

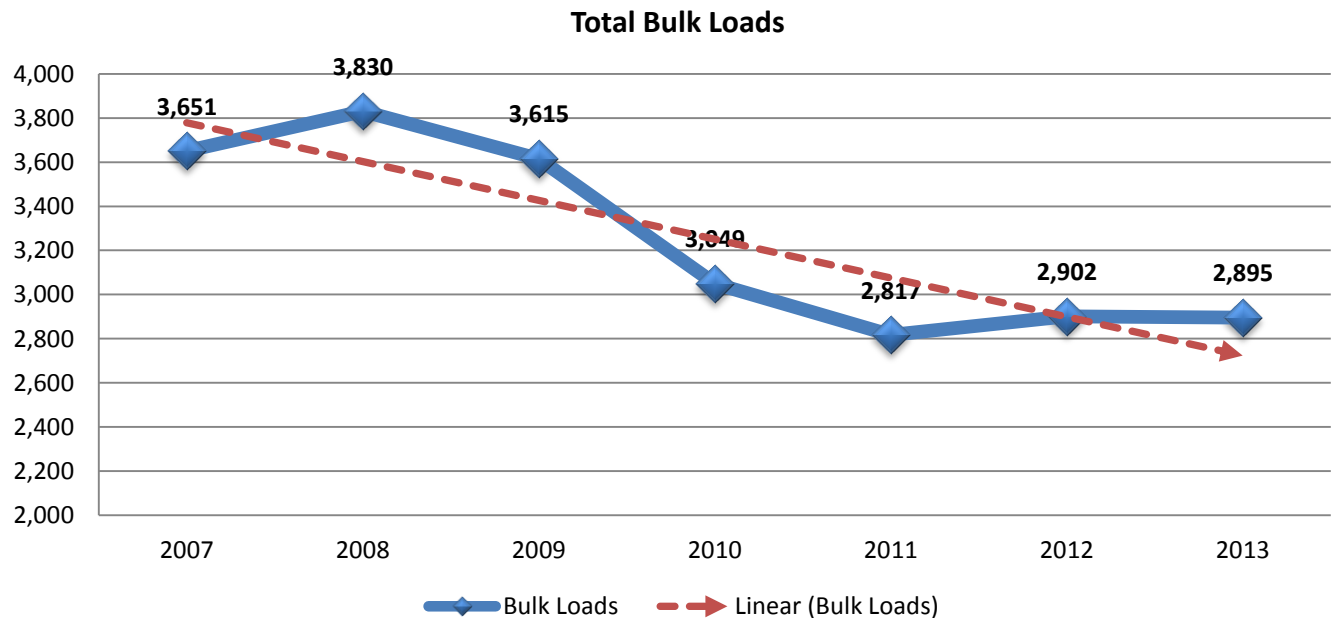
Have You Looked At Privatizing Snow Removal Recently?: Outside of privatizing snow removal for parking lots, the city looked into complete privatization of snow removal. Finding contractors that were able to take on this project was difficult. These results are similar to some of the challenges Peoria faced while analyzing privatization for snow removal.

Other Advice: Last year, the contractor responsible for snow removal on lots determined that his prices were too low and increased them for this year. The contract was ended and a new bid was created by Urbana. This is their first year with the new contractor but issues such as this are likely to occur. The administrator responsible must properly monitor each private entity involved in public service.

Sources for this survey: Public Works and Finance employees and official Internet sites of City of Bloomington, Town of Normal, City of Champaign, City of Urbana, City of Decatur, City of Peoria, City of Springfield, Village of Morton and the City of Peoria, plus officials from PDC (Peoria Disposal Company) and Allied (Republic).

1. Program Information

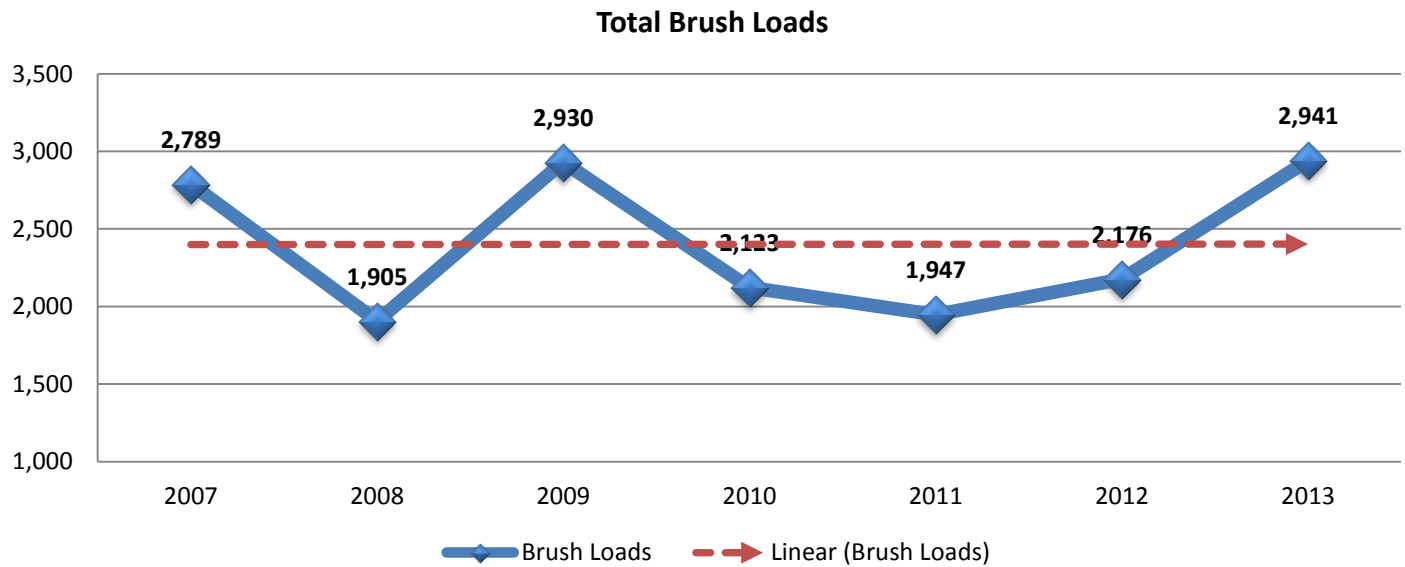
b. Workload Performance Data



Bulk Loads

Crew	Bulk Loads FY 2007	Bulk Loads FY 2008	Bulk Loads FY 2009	Bulk Loads FY 2010	Bulk Loads FY 2011	Bulk Loads FY 2012	Bulk Loads FY 2013	3 Year Average Pct Chg	6 Year Average Pct Chg	FY 2007 to FY 2013 Pct Chg
Crew 1	853	928	907	575	635	667	740	8.81%	-2.49%	-13.25%
Crew 2	834	835	824	751	647	675	750	0.53%	-1.72%	-10.07%
Crew 3	977	1051	949	836	750	760	801	-1.19%	-5.03%	-18.01%
Drop Off Facility	987	1016	935	887	785	800	604	-11.7%	-9.44%	-38.80%
Total Bulk	3,651	3,830	3,615	3,049	2,817	2,902	2,895	-1.61%	-5.22%	-20.71%

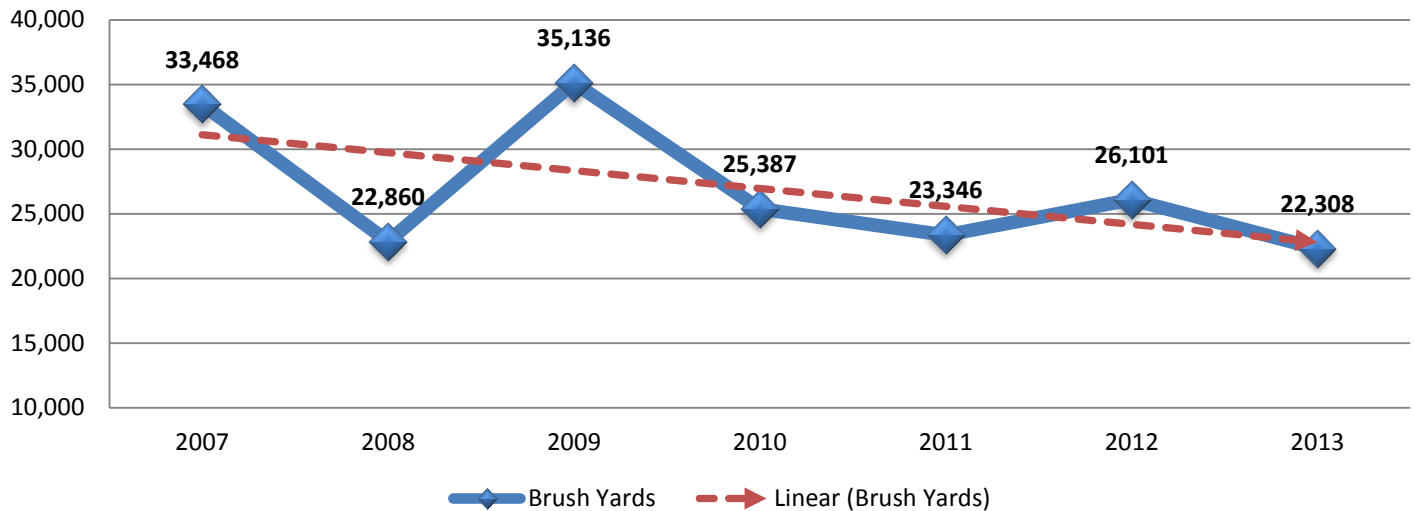
The volume of Brush collected on an annual basis is a volatile measure as it may be greatly influenced by natural events such as wind and ice storms.



Brush Loads

Crew	Brush Loads FY 2007	Brush Loads FY 2008	Brush Loads FY 2009	Brush Loads FY 2010	Brush Loads FY 2011	Brush Loads FY 2012	Brush Loads FY 2013	3 Year Average Pct Chg	6 Year Average Pct Chg	FY 2007 to FY 2013 Pct Chg
Crew 1	765	477	671	553	517	571	562	0.79%	5.09%	-26.5%
Crew 2	1,077	755	1,231	697	660	730	614	-3.53%	1.81%	-42.9%
Crew 3	799	498	855	745	699	776	578	-6.89%	7.63%	-27.6%
Drop Off Facility	148	175	173	128	71	99	101	-1.02%	6.05%	-31.7%
Total Bulk	2,789	1,905	2,930	2,123	1,947	2,176	2,941	12.88%	12.9%	5.45%

Total Brush Yards

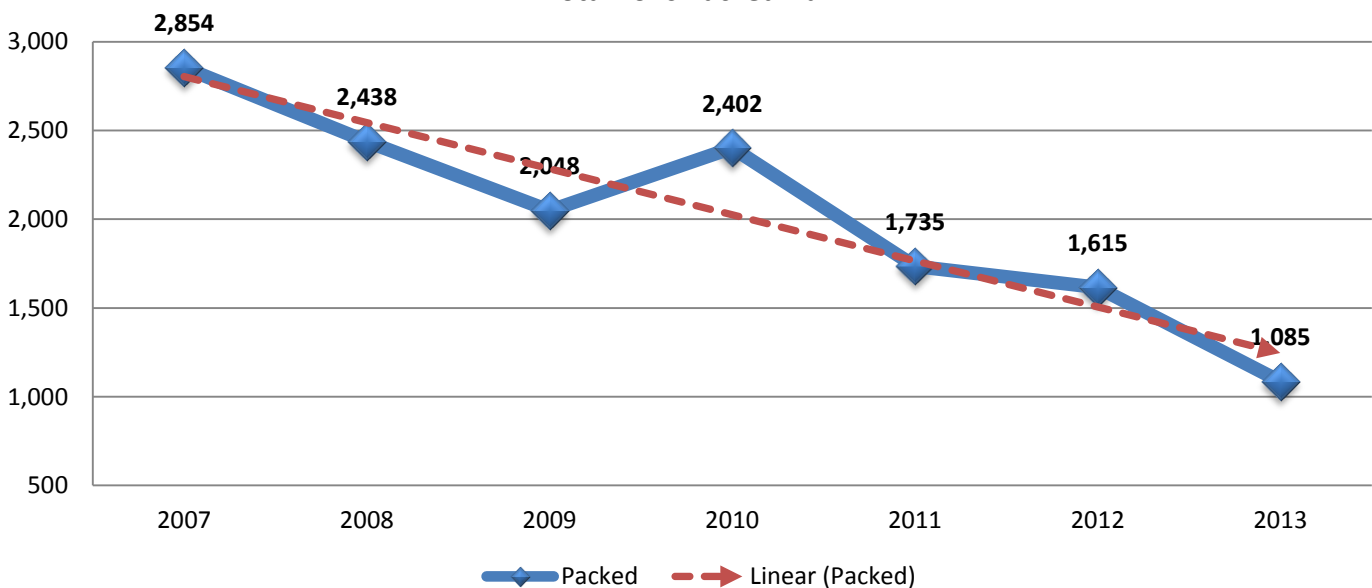


Brush Yards

Crew	Brush Yards FY 2007	Brush Yards FY 2008	Brush Yards FY 2009	Brush Yards FY 2010	Brush Yards FY 2011	Brush Yards FY 2012	Brush Yards FY 2013	3 Year Average Pct Chg	6 Year Average Pct Chg	FY 2007 to FY 2013 Pct Chg
Crew 1	9,180	5,724	8,058	6,624	6,228	6,888	6,768	0.96%	5.17%	-26.27%
Crew 2	12,924	9,060	14,772	8,364	7,890	8,701	7,368	-3.57%	1.79%	-42.99%
Crew 3	9,588	5,976	10,230	8,862	8,376	9,348	6,960	-6.48%	7.68%	-27.41%
Drop Off Facility	1,776	2,100	2,076	1,537	852	1,164	1,212	-1.28%	-6.19%	-31.76%
Total Bulk	33,468	22,860	35,136	25,387	23,346	26,101	22,308	-3.59%	3.04%	-33.35%

Packed Bulk is items collected curbside which is put into packer trucks for volume reduction.

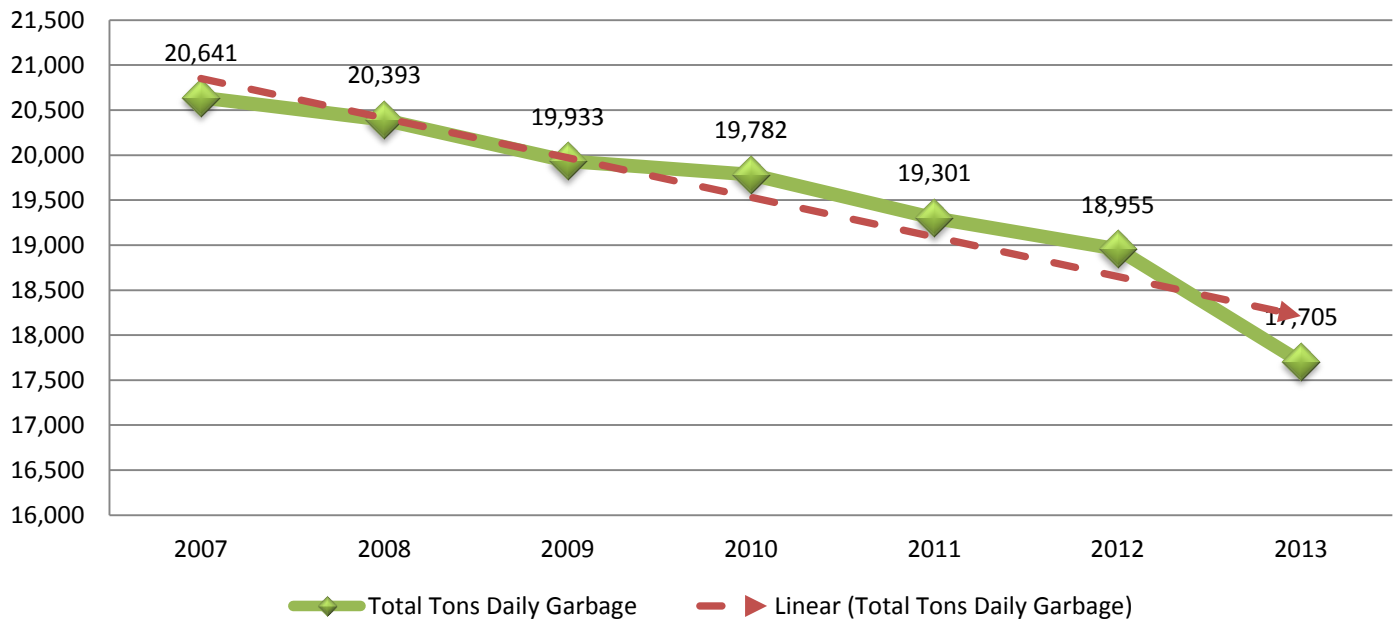
Total Tons Packed Bulk



Packed

	Packed Bulk FY 2007	Packed Bulk FY 2008	Packed Bulk FY 2009	Packed Bulk FY 2010	Packed Bulk FY 2011	Packed Bulk FY 2012	Packed Bulk FY 2013	3 Year Average Pct Chg	6 Year Average Pct Chg	FY 2007 to FY 2013 Pct Chg
Crew 1	1,089	806	667	680	477	482	280	-23.57%	-17.19%	-74.28%
Crew 2	892	774	672	874	627	577	444	-19.77%	-8.49%	-50.20%
Crew 3	874	858	708	847	631	556	361	-24.17%	-14.06%	-58.69%
Drop Off Facility	0	0	0	0	0	0	0	N/A	N/A	N/A
Total Bulk	2,854	2,438	2,048	2,402	1,735	1,615	1,085	-22.50%	-13.24%	-61.98%

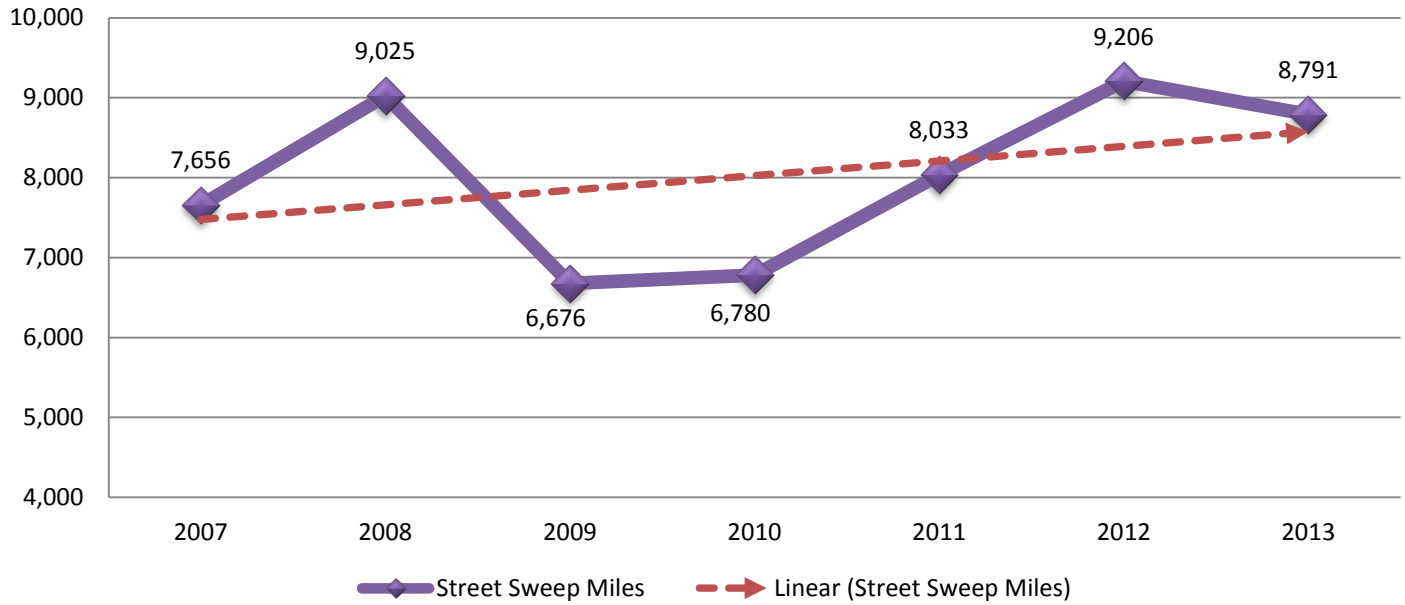
Total Tons Daily Garbage



Total Tons Daily Garbage

	Total Tons FY 2007	Total Tons FY 2008	Total Tons FY 2009	Total Tons FY 2010	Total Tons FY 2011	Total Tons FY 2012	Total Tons FY 2013	3 Year Average Pct Chg	6 Year Average Pct Chg	FY 2007 to FY 2013 Pct Chg
Monday	4,725	3,907	3,972	3,878	3,919	3,656	3,517	-3.15%	-2.03%	-25.56%
Tuesday	4,228	3,251	3,194	3,364	3,907	3,894	3,643	3.12%	2.59%	-13.84%
Wednesday	3,668	4,589	4,385	4,209	3,468	3,430	3,200	-8.47%	-6.77%	-12.77%
Thursday	4,216	3,977	3,886	4,056	4,236	4,126	3,877	-1.39%	-0.42%	-8.05%
Friday	3,803	4,669	4,497	4,275	3,772	3,850	3,468	-6.54%	-5.65%	-8.80%
Total Year	20,641	20,393	19,933	19,782	19,301	18,955	17,705	-3.61%	-2.77%	-14.22%

Total Street Miles Swept



Street Sweep Miles

	Total Miles FY 2007	Total Miles FY 2008	Total Miles FY 2009	Total Miles FY 2010	Total Miles FY 2011	Total Miles FY 2012	Total Miles FY 2013	3 Year Average Pct Chg	6 Year Average Pct Chg	FY 2007 to FY 2013 Pct Chg
Total Miles	7656	9025	6676	6780	8033	9206	8791	9.53%	0.82%	14.83%
Average Miles Per Day	36	45	35	32	35	40	44	10.79%	0.58%	20.88%



2013 Bloomington Citizen Survey-Solid Waste

Background Information

In which ward do you live? (Please refer to ward map for assistance)	1	2	3	4	5	6	7	8	9
How many individuals currently live in your household?	1	2	3	4	5	6	7	More than 7	
If you have lived outside of Bloomington within the past 5 years, did your previous refuse collector charge for additional collection services such as recycle, bulk, yard waste, etc.								Yes	No

Please rate your level of satisfaction with each of the following services

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Curbside household trash collection	1	2	3	4	5
Curbside recycling	1	2	3	4	5
Curbside large items collection	1	2	3	4	5
Curbside yard waste	1	2	3	4	5
Drop-off recycling	1	2	3	4	5
Drop-site large items	1	2	3	4	5
Drop-site yard waste	1	2	3	4	5
Snow removal	1	2	3	4	5

Please indicate how many times per month you use the following services

Curbside household trash collection	1	2	3	4	More
Curbside recycling	1	2	3	4	More
Curbside large items	1	2	3	4	More
Curbside yard waste	1	2	3	4	More
Drop-off recycling	1	2	3	4	More
Drop-site large items	1	2	3	4	More

Please indicate your level of familiarity with the following services below

	Very Familiar	Somewhat Familiar	Not Familiar
Curbside household trash collection	1	2	3
Curbside recycling	1	2	3
Curbside large items	1	2	3
Curbside yard waste	1	2	3
Drop-off recycling	1	2	3
Drop-site large items	1	2	3
Snow removal			

I would support change to the current Solid Waste Program if...

It saved me money by providing me an option to choose the services I would like to receive (i.e. Garbage, bulk, recycle, yard waste collection)	Yes	No
It increased the services that I receive	Yes	No
It enhanced environmental impact measures and practices	Yes	No
The program would become less dependent on General Fund dollar support	Yes	No
Costs were increased to provide additional drop off recycling sites	Yes	No
Space for other questions	Yes	No
Space for other questions	Yes	No
Space for other questions	Yes	No
Space for other questions	Yes	No
Space for other questions	Yes	No

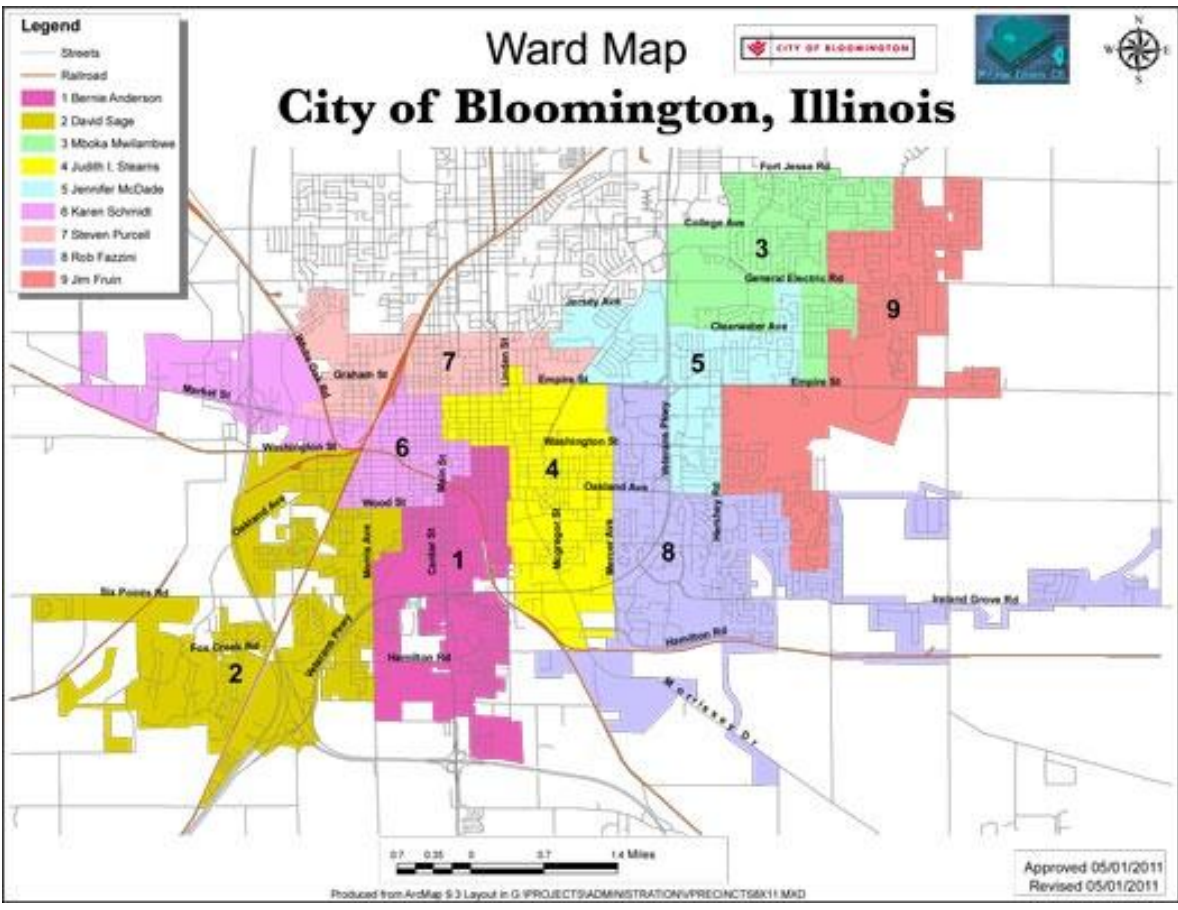
Please indicate whether you agree, disagree, or are unsure about each of the following statements

	Agree	Disagree	Unsure
Bloomington’s solid waste system is in need of change.	1	2	3
I favor a system where residents pay based on the amount of solid waste their household produces rather than a set rate.	1	2	3
I would be willing to pay more for waste collection services if it meant the fees paid for the service provided.	1	2	3
Recycling Services are a priority.	1	2	3
The current costs for solid waste are too high.	1	2	3
The current costs for solid waste are fair.	1	2	3
I favor a system where residents pay based on the amount of solid waste their household produces rather than a set rate.	1	2	3
Information about solid waste services in Bloomington is easy to find.	1	2	3
I support a change in services to decrease the city funding gap.	1	2	3
I am willing to pay extra to receive recycling services.	1	2	3
There are too many garbage trucks on the roads contributing to traffic congestion.	1	2	3
The City provides residents with large item pickup services once a week equivalent to 2 front end loader buckets at no additional charge (\$25 per bucket after 2 bucket limit). As a cost saving measure to the Solid Waste Program, I am willing to pay additional charges after 1 front end loader bucket per week.	1	2	3
I am happy with the snow removal services provided by Bloomington	1	2	3
Snow removal service is provided by the same city staff members who provide snow removal service. I am in favor of contracting out snow removal services if a private vendor can reduce costs even if it reduced the level of solid waste service provided to me.	1	2	3

Final Questions	Yes	No	Unsure
The City should provide curbside household trash collection	1	2	3
The City should provide curbside recycling	1	2	3
The City should provide curbside large items	1	2	3
The City should provide curbside yard waste	1	2	3
The City should provide drop-off recycling	1	2	3
The City should provide drop-site large items	1	2	3
If solid waste is outsourced, should the city restrict the monthly fee charged by an outside company?	1	2	3

If you answered no to any of the questions in the “Final Questions” section, what alternatives would you recommend? _____

Thank you for your participation in the City of Bloomington’s solid waste survey



8. If you answered no to any of the questions in the "Final Questions" section, what alternatives would you recommend?

-
- 1 The city needs to repair the streets and if increasing fee will do that then that is good. Only need solid waste pickup and garbage twice per month.
-
- 2 Solid waste disposal, recycling and large trash pickup is excellent. Snow removal is timely but trucks drive too fast and mailboxes destroyed on a regular basis. They need to slow down and this would not happen our mailbox has been replaced 3x and others on our street (5+) were destroyed this winter.
-
- 3 I'm satisfied with current services and really don't care one way or the other. Comment in reference to Question 5a - 5f.
-
- 4 Trash bins should be provided for solid waste, like the bins provided for recycling - very much needed!
-
- 5 One additional item regarding the snow removal questions: My addition has no city snow removal so questions not totally pertinent to me. Thanks. I am pleased with the city services that I receive!
-
- 6 I would pay more for recycling but not everyone would. That would increase amount of recyclables going into the landfill. I would like to know where drop-offs are.
-
- 7 Private vendor - public pays
-
- 8 Would love to have Bloomington provide large trash bins with lids, equivalent to our new recycling bins! Very much needed!
-
- 9 Comment - Since we own a double lot we find that people often drop off things in front of our lot for collection. They must think we don't notice. We would not want to pay for their items to be picked up. We cannot police the curb site on a 24 hour basis.
-
- 10 Privatize drop offs
-
- 11 Add a single recycling drop off area at the current dump location. Have this location open 7 days a week. I live and the Westside. I think it is important to pick up bulk waste. Otherwise people will be dumping in the parks & vacant lots. I think this helps keep out community clean!
-
- 12 I think our garbage collection is just fine the way it is. It's an important service to keep the City clean. If it works, Don't fix it!! Snow removal could be greatly improved if plows stayed a foot away from curbs rather than plowing curb to curb. There would be less curb and turf destruction.
-
- 13 Cost is too high for what they do.
-
- 14 Snow removal is horrible the idiots knock off mailboxes and are reckless. Our street gets plowed 48 hours after snow! Pickup grass clippings at curbside - Hours for grass drop-off are bad - Most people work during those hours. Setup a open land drop-off 24x7 acres. Hate paying high garbage rates when I only dispose of 2 bags per week. I am paying for other peoples waste. Bill based on services rendered per house.
-
- 15 Too much salt is used. Excessive large item collection.
-
- 16 Normal has one man per garbage truck and we have three. I'd rather have one per truck and more police officers. I will throw my garbage in a dumpster but I can't enforce the laws. Also we should post signs on all public places. No Shirt No Shoes No Sag'n No Service. These people that enter places with their pants down shown their butt is gross and unhealthy. Pull um up or kick um out!!
-
- 17 You know - I am mostly satisfied with the curbside service. It's the people answering the phone. Your folks answering the have lied to me and told me a permit was needed to pick-up waste from the curb. Your website disagreed. GOV'T Employees are INCOMPETENT. FIGURE IT OUT! - IDIOTS. Find a way to lower property taxes, legal rape is what it is!
-
- 18 How about plowing my street every now and then
-

- 19 Contractors should dispose large items instead of putting on curb after completing job. Workers take advantage of no supervisor and take extra breaks and breakfasts after leaving the City yard before doing daily route. Wasted man hours.
-
- 20 I am unhappy with the lack of care trash collection crews show. They have broken 2 of my trash cans and leave a mess. They are careless in the job.
-
- 21 Always consider contractors. Independent Contractors.
-
- 22 Yard waste and large items don't need to be picked up every week. I have neighbors that put 3 little stacks out every week - that seems like a waste of money.
-
- 23 Give the disposal to the person that put it there. So many times it is scattered all over. Make it a rule, you put it there you pay for it to be removed.
-
- 24 In my opinion, it is easy to drop off grass clippings. Otherwise, it becomes very smelly & bothersome. However, it would possibly become a nuisance if others did not think the same as I do and did not drop off clippings and leaves and branches.
-
- 25 I like what Bloomington provides, but I understand there is a cost factor to consider. I would like to know more details before agreeing to changes. I can be contacted at: (phone number) or (email).
-
- 26 Water bills are too high as is!!
-
- 27 Not in favor of out sourcing any City services. Support our City employees!!!
-
- 28 Even thou I answered yes to all the questions - my comment to the City is - A great job is being done with waste, recycling and snow removal. I have lived in St. Louis County prior and garbage waste - yard and snow removal was not the greatest for the money spent! Citizens in BLM do not realize the good services they receive for the money spent.
-
- 29 The size of the recycle containers is too large. If the same size is used for collection of household trash, I'll need to sell a car to get them both in my garage. There is no place outside to store them (I live in the Spring Ridge subdivision).
-
- 30 Should pick up grass!
-
- 31 I think all the services are EXCELLENT!!!
-
- 32 Writing from a residential household - If we have curbside recycling, why do we need drop-off locations?
-
- 33 City employees should work full 8 hour days if they are paid for 8 hours. The current approach is illegal due to fees collected for services. It is the equivalent of "ghost payroll" practices that are practiced by organized crime. Why are snow removal trucks paid by the hour but trash routes are paid by completion? It is a double standard that robs the tax payer and over compensates City employees.
-
- 34 We don't see why drop sites are needed with excellent curbside services.
-
- 35 Can't wait for the new trash cans so mine stop getting destroyed!!
-
- 36 Bloomington's solid waste services are already very good. If recycling is separated from other services (as a "add-on" fee or service) it would discourage residents from recycling. It is vital to future generations to encourage recycling!
-
- 38 It would be better if the snow plows worked at slower safer speeds with their blades closer to the street level. They fly through our neighborhood with the blades high which always causes ice packs to form afterwards. Snow removal should actually be snow removal. Would also reduce the amount of mailbox damages.
-
- 39 Solid Waste removal is a service to all property owners in Bloomington. The fees are a tax and should be approved by taxpayers of Bloomington, not the City Council, Mayor or City Manager. We should be voting on any taxes on bulk waste removal. The current City Employees do a excellent job of garbage pickup and snow removal.
-
- 40 Compare costs of private companies versus costs for city pick up.
-

- 42 I'm a senior citizen living alone and the monthly \$16 is excessive for one little plastic garbage bag a week. I seldom have yard waste and never large items. I use recycle but accumulate so once every two months. Could this \$16 charge be more fair for folks like me?
-
- 43 This is more of a comment than an alternative, but doesn't the city make money off of the recycling program? If this is the case, why doesn't the city do a better job of announcing that fact? Also, although curbside large item pick up is a nice service, shouldn't it be reduced somewhat?
-
- 44 I think the costs are high enough and seem to be adequate.
-
- 45 If everyone were using curbside recycling, there would not be a need for a drop off site.
-
- 46 Very pleased with service.
-
- 47 I always seem to have more recycle than will fit in my can. I would just like to put the extra out with the can and have it taken away.
-
- 48 I am very dissatisfied with the city's household recycling services. I place my container on the side of the street the night before the pickup. The trucks routinely miss my street(Holder Way). When I call the solid waste office I am told that I will have to wait for my next scheduled pickup to occur. This leaves garbage in my garage for 4 weeks. I am paying for a service that I routinely do not receive.
-
- 49 Currently I pay for dumpster fees and curbside. With condo associations we need to have either curbside or dumpster not both.
-
- 50 I would like the opportunity to recycle or dispose of paint, household chemicals, gasoline etc.
-
- 51 Other: We like our recycling bin and hope the city will provide similar bins for trash collection as we have had in our other homes in other cities.
-
- 52 Satisfied with current services. Life on a Private street (snow).
-
- 53 Provide the service we pay taxes and fees monthly and stop trying to reduce services or raise fees and taxes.
-
- 54 Curbside recycling should cover the needs without drop off locations.
-
- 55 I recommend household trash "rolling bins" similar to the recycling bins. This should reduce long term cost for the city. Families needing more than 1 "rolling bin" would pay extra for that.
-
- 56 Please send us a recycling bin...our house was the only one on the block that did not get one (2916 Steppe Ln). Also your snow plow always plows the snow directly in our drive way. They also show up days after the snow fall.
-
- 57 Individual homeowners should be responsible for dropping off their own item sat a city run drop off site. One additional alternative/change - if an apartment or condo complex has their own garbage pick-up, they should get a reduced garbage fee charged on their water bill.
-
- 58 To save cost, pick up regular trash every other week, but provide the larger bins (like recycle bins).
-
- 59 This was very difficult to answer many of the questions since there was little or no context provided. What specific changes are being proposed/considered? Costs that are anticipated? Value of the changes? Etc. It seemed that the survey was really intended to be used as a basis and justification to raise costs without explaining true options or impacts.
-
- 60 Regarding city provided drop off recycle and large item locations: Unnecessary duplication of services already provided at curbside. Projects like these: Stop funding the Bloomington Cultural Arts projects that the majority of residents have little or no interest in or desire to attend their events, especially when our residential streets are in such disrepair and we are told that there is no money to fix them. Thanks for asking!
-
- 61 I don't want to remove the incentive to recycle, many people would stop recycling if they needed to pay extra for the service. A usage based fee while the benefit would be to encourage recycling it would penalize large families with reduced income.
-
- 62 Large item collection should not be free; it must be fee based!
-

- 63 I am very happy with our trash collection.; Love the large bins for recycle pickup. I wish we had those for the trash! Thank you for everything. Snow removal is good too. Just takes a long time to get to subdivision streets but I understand why.
-
- 64 If willing to pick up recycling at every address you shouldn't need a drop off site. Different from bulk where there may be a charge resident can drop off to avoid charge. Would like yard waste to include grass clippings or at least change drop off hours. Maybe 12:00 to 7:00 pm one day per week instead of closing at 2:45.
-
- 65 City trash crews work hard and provide great service! I have two suggestions. 1. If needed to save money pick up every two weeks (solid waste) 2. If waste day is Friday, items should be placed on curb Thursday evening or before 7 am Friday. Thank you, Fred Schmidt 662-3284
-
- 66 The services that we receive are much more compared to surrounding communities with outsources services. I am willing to pay more to keep the current level of service as long as the city doesn't lost sight of those on fixed or low incomes.
-
- 67 I would like to see free recycling and one free garbage can of trash. Households over one can should pay extra. This should encourage recycling. Naperville has a similar program.
-
- 68 I once lived in Des Moines, a low tax no service town. Service was very poor.
-
- 69 Today in Bloomington, we get charged more, spend more and get less than any other time.
-
- 70 The city should provide the services even if it is more cost effective to contract them out. Snow removal: I don't like having a large pile of snow at the bottom of my driveway. This is a small issue compared to the good job that the crews do and the long hours they put in.
-
- 71 Satisfied as is!
-
- 72 1. Wait until there is actually snow before sending out plow trucks (money wasting) 2. On my street, I have seen plow drivers purposely push snow into driveways.
-
- 74 I would prefer city provided solid waste trash cans. My cans that I have to purchase are constantly being thrown back onto the curb breaking the containers.
-
- 75 I love the new recycling program. Please switch garbage to the same type of containers as well.
-
- 76 I am unsure how I feel about a usage based fee. I think the city is too generous in the amount of large/yard waste that allowed without additional cost. I support contracting this service out.
-
- 77 Make the garbage crews work a full 8 hour shift, not the 6 hour shift they work now even though they are paid for a full shift. Prohibit people from throwing home remodeling debris on curb. Also stop throwing evicted home's belongings on curb. It looks bad.
-
- 78 Drop off streets or private co.
-
- 79 It wouldn't bother me if there were no recycling drop off. Curbside only is fine with.
-
- 80 Curbside electronics recycling should be an option. Curbside yard waste should be exempted to include grass. A fee for this expanded service would be fine.
-
- 81 We are very happy with the curbside pickup
-
- 82 Please plow onto St. John's Church Lawn and not on my sidewalk and driveway - it is too heavy for me to shovel when you put 2 lanes of snow onto my property. Towanda between Robinson and Emerson.
-
- 83 Other organizations provide recycling for drop offs. Curbside recycling is necessary.
-
- 84 Service provided on a case by case to those who desire this service.
-
- 85 Just a comment - The city provides OUTSANDING services. There is no need to fix what is NOT broken. We receive great value for these services and staff goes out of their what to do a good job. (name) (address)
-
- 86 Would love to see recycle every week or option to rent/buy a 2nd blue - bin.
-
- 87 One hope is that like recycling you get a large garbage containers and when full a fee can be charged if necessary. Large items should have some sort of fee.
-

88	Every person in the City of Bloomington should already participate in curbside recycling and therefore, remote drop sites are redundant. I would also recommend similar automated trucks for trash pickup in the same manner as recycling! Bulk waste should be done once a month and charged to the individual household or contracted out to private contractors.
89	Educate people to compost - or - incentivize it (composting). If people choose not to compost - charge fee for pickup to only pay for City's cost.
90	Privatize the entire service. In my neighborhood more trash is dropped by the "collection personnel" than any others. Recycle bins are too big - no place to put them. They are useless to me. I am not convinced recycling saves anything too much effort washing takes resources too. Trucks use fuel / personnel curbside yard waste is done well.
91	How about larger garbage totes on wheels similar to the recycle containers? Charge for extras. Would pay a bit more for this convenience garbage management is a necessary social service people avoid, concerned the survey is the wrong way to make any real decisions.
92	Better hours at the drop off facility. I drop my grass off, but have to do it over my lunch hour in Spring and fall. You are only open until 2:45 until the end of May. The grass starts needing mowed in April. I'm sure the City could afford to have a person sitting in that shed until 5:00 or have the truck you put grass in parked in a lot so that it is accessible.
93	Grass clipping collection
94	Re: Snow removal. City crews pile hard packed snow across sidewalks. This is after residents have removed snow from the sidewalks. When I asked one driver why the excess snow had to be stacked blocking the crosswalks, his reply was well "where should I put it?" The practice creates inconvenience and a safety hazard (forces people to walk in the street). It gets worse! Crews habitually stack snow on the medians on East Empire precisely at the cross-overs. These block motorists' views of oncoming traffic. Both of these practices stem from sheer laziness and unwillingness to do a quality job. Give the work to contractors. Our garbage men are not up to the task of snow removal.
95	Trash collectors in our qword are pretty tough on the garbage cans breaking off lids, breaking wheels, etc. They tend to toss them back into the yard or slam them down on the street after they have emptied them.
96	I don't feel as if we need additional drop-off recycling sites.
97	Fee based drop off locations. Approximately 2/3 of the water department bill is for sewer, BNWRD, garbage fee, and storm water - this seems quite high. Why are we paying a monthly fee when we do not use the service from Nov - April? The monthly fee for a second water meter used seasonally does not seem fair.
98	The trash pick up not scattering garbage all over the place. A central recycling and large trash drop off locations.
99	It would be nice if the trash container lid could be put alongside the street not left in the street and driveways (sometimes happens, not every week).
100	Bulk idea should be householder expense no cement, roofing, pickup owners expense.
101	Large items, construction scrap, etc. Should be completely paid for by home owner. If City is to pick these items up, ALL cost should be paid by owner getting benefit.
102	Curbside trash collection should be the same as recycling pick up. Additional trash should be an additional cost to the homeowner. No yard waste curbside pick up, I like the drop site. Discontinue large item pick up. Instead, provide drop off site for these items to keep operating costs low.
103	I think the city should explore contracting out to Waste Management even if it means a reduction in services. The level of service the city is providing is too high and should be reduced to lower costs.
104	It would be helpful to understand costs of privatizing waste collection for city & homeowners. I have no point of reference for what our costs are as compared to other options in order to give a fair answer. I do feel that you would provide a more responsible user if charges were assessed per service but this would also create a greater administrative burden.

- 105 Glad to see you're finally getting input from "regular" citizens instead of agenda based people.
- 106 For drop-off related questions: serious problem for seniors who value independent living especially the many of us who are handicapped or non-drivers or otherwise restricted.
- 107 the city needs to provide a hazardous waste service for items such as paints. Even if it has a cost associated with it. Many communities already offer this on a drop-off basis.
- 108 I am not in favor of the large containers. I am 90 years old and I cannot handle getting them to the curb.
- 109 snow removal and yard refuse removal have cause huge potholes on Pierce Ave. The city uses large equipment that is not necessary.
- 110 Not happy with having to drop off electronics a few times each year.
- 111 Look at Champaign/Urbana collection private competition. This would drastically reduce personnel costs and lead to less waste since private contractors employ sorting/transfer solutions to redirect tipping fees making them more competitive in the private market.
- 112 I wasn't aware of any drop off locations. The only one I am aware of is Normal's electronic recycling center.
- 113 I feel its more convenient to have curbside recycling. Would like to see curbside electronic recycling made available to residents
- 114 Contract with a private company, there is no way 3 people per truck is cost effective, a roll to the curb trash bin, one person on a truck could pick up the container
- 115 Large item collection could be changed to once per month. With new recycling bins why are drop-off recycling locations required?
- 116 Would support large item pick up 2 times per month
- 117 Would like weekly curbside recycling pickup
- 118 I have seen City workers, garbage, leave pick up & recycle, provide excellent service in my neighborhood. Last fall workers went beyond expected service on several occasions in my neighborhood. They yard waste staff do a really good job getting all the sticks and waste off the road. Thanks to City workers for the work they do for our community (signed name)
- 119 Cost way too high for trash pick up. Snow removal is horrible does not clear Lake Ridge Ct and watch snow plows go right by.
- 120 Side street is rarely/badly plowed
- 121 It appears good now. Fees for pick up is okay.
- 122 I think the recycle program is just feel-good Baloney and should be scrapped
- 123 Prefer the garbage cans be made like the recycle cans
- 124 Mr. Hales, I did not answer "no" to any final questions but I wanted to mention that laying off City workers and contracting out services never really saves the City/People money and always reduces services and customer (me) satisfaction. The City workers that I have interacted with here are by far the best in all the other six cities that I have lived in.
- 125 If you start charging to have recycling picked up, I will stop recycling.
- 126 Drop off locations for large items
- 127 General Comment - Over the past 3-4 years our family's water/sewer/trash bill has increased from \$70 - \$75 to \$95-105 per month for a family of 3. Our water usage has stayed relatively consistent. The increase has come from add. Fees & increase in services. I feel a 30% increase in 4 years is WAY too high & the idea of any additional increases from this point forward is not an option & unrealistic for the average family.
- 128 Enforce snow removal on sidewalks Resd. (name) (address)

- 129 Although I did not answer "no" to any questions in the final section I wanted to make a couple observations. I have lived in several Cities across the Country. Bloomington hands down provides the best garbage service of any of them. However, I think it is too good. On trash day, truck after truck and front loaders drive up and down streets. Make people responsible for some of their trash. Have certain days of the month for yard waste and large objects. They do send trucks out on Sundays and holidays? The best garbage service makes people lazy!
-
- 130 Citizens who have large items for collection should be required to haul them to a site and they can drop them off for a small fee \$5-10.
-
- 131 The City does NOT need to be responsible for large item collection at the curb. Those large items i.e. washer, dryer, fridge, etc. can be disposed of by stores where new items are purchased. Those large items on the curb are an eye sore and detract from our beautiful neighborhoods and curb appeal. I shouldn't have to look at other peoples garbage. I also believe all yard waste should be in yard bags - not dumped on the street. It is ugly and also clogs our storm sewers or washes to other people's property - yuck and very rude and disrespectful.
-
- 132 the City has done a great job on these services at a very minimal cost. This is a good selling point for new people coming into town. Make the Realtors aware of this.
-
- 133 I have very little trash because I compost bio-degradable. City of Blm. Should have program to encourage more people to compost.
-
- 134 Suggestion for yard waste: Strategically place several large dumpsters around Bloomington that are allocated only for yard waste and dumping grass. For example, one of the 3 or 4 yard waste dump sites should have 4 or more "RALPH" dumpsters that grass and "RALPH" bags, tree limbs, etc. can be disposed of. Also, newspaper + plastics Recycling bins can be placed near the compost dump sites as well.
-
- 135 this ward map is out of date
-
- 136 I would like to see automated trash collection bins like the recycling bins. I would also like to see grass pickup - occasionally.
-
- 137 I would like to see the City provide garbage cans like the recycling cans (Blue ones) that would be nice.
-
- 138 Too much government. Too many regulations, taxes and fees. Focus more on basic services. Particularly road repair. You have some rogue departments that push burdensome regulations and fees. It feels the only purpose of their fees is to justify their existence. And their purpose seems only to justify their existence.
-
- 139 Curbside is sufficient. I also would like the snow removal folks to be watchful as they knock off the mail box several times in the past.
-
- 140 Customers should find a private service to remove their large items to save the City money. A handy man company with a truck might work.
-
- 141 This is not in regards to the final questions; however, snow removal is a big issue - this year on the big snow storm, the roads/streets in Bloomington were not cleared but when passing into Normal the streets were totally cleared. Additionally, the snow plows cut corners and break curbing which is not repaired. They also throw the poor patching up into yards
-
- 142 I live in Witten Wood Subdivision on South Morris Ave. This year the snow plow took out 13 mail boxes in our neighborhood. Drivers driving WAY TO FAST. 2X This year they slid through the intersection into the fire at the end of the street. Because of access speed. Waste pick up looks like a tornado went through cans in the street trash everywhere. I have had to replace my trash can 2X's last year because they throw it in the drive breaking the wheels + handles. I spent more in trash can's last year than in trash fees. Something needs to change. Thank you. (name) (phone number) (address)
-
- 143 Regarding yard waste for those of us who do our own landscaping and don't own pick up trucks the ban on sub soil, sod and rock from being picked up makes it very difficult to know what to do. I would be willing to pay to be able to have these items picked up.
-

- Bulk waste could be reduced to bi-monthly or even monthly pick up. I only use bulk waste a few times a year. That would have to reduce some cost from coming to each neighborhood each week. Also would be nice if City would take grass that is those large paper bags at least in peak growing seasons such as Spring when mulching is not a good option. But I would be very disappointed if the City took away bulk waste! For those of us that don't use it very often it is a blessing when you do.
-
- 145 only note I have is that you should pick up grass curbside. I would be willing to pay for this.
-
- 146 Enforce contractors who put their waste out for City to remove - Contractors should pay for those removals - not City or neighbors - Fines should issued! Builders + yard contractors
-
- 147 Now the City is relatively clean. If you change these curbside services then over time people will not dispose of items properly or pay someone to pick it up. Junk/trash/etc. will accumulate in people's yards, behind houses, or be dumped somewhere. If fees are increased for trash removal, so be it, but keep curbside services the same.
-
- 148 (name) (address) Please provide recycle bucket (Blue Color) for the house as it is not provided to me. Where other have been provided with one. But I did not have Recycle Bucket New One.
-
- 149 Actually I would just appreciate it if the garbage collection would not leave my garbage can on my driveway blocking my entrance so I have to get out of my vehicle on the street or drive through my lawn to get onto my driveway.
-
- 150 We do NOT want city services e.g. waste collection privatized. Recycling must remain a curbside service in order to get the greatest participation. We encouraged the development of a hazardous waste disposal program. Funding could probably be raised by having a voluntary add-on to current sanitation bills very much like the electric companies have to fund their Warm Neighbors program. Otherwise, we are pleased with the current services provided by the City of Bloomington.
-
- 151 I think people who leave large items on the curb should be responsible for transporting their bulk waste to a designated site or face fines. If people properly use curbside recycling there is no need for the city to fund an additional site. There are private operations to handle excess items. Apartment complexes could have several bins. Our fees and real estate taxes are obscene. Our snow removal services are reckless and do a terrible job. How much did Blm have to pay to replace all of those mail boxes?
-
- 152 Thank you for asking me:). I don't know if you need to provide both curbside and drop off recycle. I won't use drop off. That \$600,000 for an Eastside Park would have closed a gap.
-
- 153 We live on a cul de sac and the snow removal is horrible. Also the City uses too much salt on the streets often at inappropriate times
-
- 154 Large item pick up could be reduced to once a month and/or bring the item to a drop-off location.
-
- 155 I have problem areas with services not addressed in this questionnaire- I have 2 garbage cans falling apart from being thrown around too hastily by crew. My street is very short and snow removal doesn't include my side of street, just opposite side of intersection. Had information on how to get City garbage cans - neighbors have them, but not me - why?
-
- 156 I like program as is. We appreciate the services provided in this category. We would be open minded to increase if data supports it.
-
- 157 We have been very pleased with the City's waste and recycle services and have told our councilman that we would rather pay more if necessary, to keep the services the same. We have been very dissatisfied however with the snow removal. Due to living on a cul de sac, we are left snow bound even though a snow plow made a pass over the street. Hours later the same size plow comes back and clears our cul de sac so we can finally get out, but we object to getting poorer service response compared to the rest of the subdivision. We pay the same taxes and we should get the same services. We do not buy into the excuse that they do not plow us with the others because the plow is too big. The big plow comes back to do it later anyway, so why not plow us at the same time as the first pass?
-
- 158 Charge extra for large item collection and disposal.
-

159 If you charge fees for bulk collection it is my opinion you will end up picking these items that have been dumped in isolated areas. It took decades to get the city cleaned up let's not go backwards.

160 Some of the neighbors has oodles of garbage and we have 1 container or less - I believe there should be some adjustment to charges.

161 Snow Removal - our curb has been left damaged for about 10 years.

162 I live by Miller Park, I think the City waste and snow removal people have done a great job of always keeping our street clean of snow and the garbage picked up. They are out here when it is hotter than heck or colder than heck but they are always out there doing a great job. I have nothing but high praise for our city employees.

163 Solid waste drivers drive too fast in our neighborhood, we worry about the safety of area children.

164 Some of your drivers need a lesson ho how to plow snow the right way to turn your blade not covering or blocking driveways. Some of the same trash yard waste was picked up on the street no charge but I was charged \$25 for pick up it wasn't even a bucket full. Waste is waste no matter how you look at you say \$25 after 2 bucket but yet you charged \$25 for the first one.

165 I don't know why drop off recycling would be needed if curbside is provided. Residents of other communities could be served at our expense. Grass pick up would be nice. I don't have a problem with charging me for more than 1 load of bulk but NOT on leaves in the fall.

166 We lived for 35 years in a rural area and paid much more to a private garbage hauler. We feel that the rates for these services that we are now paying since we moved to the City are very reasonable. The service is very good and we are happy with it. Don't mess with it!

167 Need to address electronic waste.

168 I am very satisfied with the work the Public Works does. I would not support in any way ANY of the City staff being contracted out. These workers are friendly, they are friends, neighbors, the men I sit next to in church. I would be willing to pay more to have them keep their jobs. I wish you would look for a new route to save money then trying to get rid of our hard workers. Maybe we should get rid of our City Manager and save \$175,000 plus benefits instead what do you think ? I would like a full time mayor with no city manager!!

169 City needs to watch for nonresidents bringing their trash, I have seen pick ups full, into the City for pick-up

170 Do not stop anything, we love these services we receive and we know how good we have it in Bloomington compared to many other cities who just look to cut budget corners.

171 I support the following alternative, though I did not answer "no" to any of the final questions. A) Assess an additional fee/charge to those who do not recycle (owner occupied + rentals) B) Require landlords to pay for all large item collection (fee for each frontend loader buckets)

172 There is a need to specify what is meant by "end loader bucket". Most people cannot haul large items + will just leave them on the curb anyway, especially move outs.

173 Snow removal very slow

174 Since all collection is done curbside, close the drop off site which would save money. To bad you don't mail out surveys on other City operations - like "street maintenance", "How Admin + Council Functions" to name a couple.

175 Residents already have the option of curbside recycling pick-up. If they want to recycle, they can choose this option.

176 Weekly curbside yard waste could be reduced to bi-monthly or even 1 time a month with a special adjustment during the fall for leaves + Christmas for trees. We like the City provided recycle constrainers! If drop off locations are provided for large items a separate charge for curbside large item pickup could be considered.

177 If we have curbside, why do we need drop-off? Overall I am happy with services as they are now.

178 Curbside should be all that is needed - Drop-off would be redundant.

179 Don't we have enough drop off sites?

180	The new recycle program should not require the need for recycle drop-off locations. Duplication of services is a waste of money. Perhaps the City could provide a its of companies that are willing to accept large items for recycling thereby reducing the City's burden of disposal and pickup of these large items.
181	Measures need to be implemented to reduce water and waste fees People are tired of continual price increases. Can't afford on fixed income.
182	Leave to private business or change to once per month
183	I recommend contracting out household trash. The workers have ruined 3 of my garbage cans (lids, hinges, wheels) by slamming them down on the ground - I have witnessed this. I think we should have a large trash bin like recycle that is picked up by the truck instead of thrown (like recycling) Recycling should be picked up weekly! Almost all of my trash can be recycled. Birmingham, AL had a great waste program for (?) residents - why don't you call them. Garbage 2X a week and recycle once.
184	Snow Removal: Find a way to stop the snow removal from piling up at the bottom of driveways! Recycle Bins: To many people leave them visible outside their houses.
185	I believe it is time the COB get into the 21 Century Look at communities around us and they are not in the garbage business. This would ultimately cost the household a little more money for garbage but would reduce the cost of services by the COB significantly. Privatize Garbage Collection.
186	I am please with the City services and the (?)
187	No. Leave it alone
188	We should charge more for those who do not recycle, I recycle more then I throw away. I am tired of paying the same rate as those who are too lazy to recycle. Find a way to reward those who are trying to help the City save money! Everyone has a choice. Encourage the right behavior.
189	I see no need for both a drop off recycling program and a curbside. I prefer curbside.
190	This form is just a con. You will raise the rates anyway. You probably have a program ready. Your just waiting to spring it on us.
191	I think the City does a great job.
192	Unsure- Can any of the services be done by an outside company saving costs or staying within the price we are paying? The COB does a very good job with waste - not so good with snow.
193	As long as we have some place to drop off recycling, yard waste, and large items I have pickup and will travel when I need to drop something rather than having the City pay for it all. I mean "city subsidizing" does mean "my tax money" right?
194	If people want to recycle then they can take the time to take it to a common drop off point. Cut back on extra vehicles and expenses. You can have large item drop off but not everyone has the vehicles to get it there.
195	I think the City does a fine job on all this. I really do like the new curbside recycling. Thanks
196	Miscellaneous Comments: 1) Waste collection services for Bloomington are far superior to what I was receiving in Decatur, having moved here in 2000. I commend you for this. 2) I don't understand why someone who lives in this neighborhood drives on of the City's large collection trucks home for lunch (I'm assuming) or for other reasons at other times of the day. Couldn't he drive his own vehicle or at least one that doesn't consume so much gas? 3) Why do the men who empty the waste containers into the truck SLAM the containers upside down after emptying it? I've had to repair mine 3 times. They are expensive.
197	We like what we have.
198	Drop sites are fine with me.
199	Don't use drop off sites. Home collection handles all my needs. Would like to have solid waste containers (like recycle) supplied by the City.

- 200 Just a suggestion- We had lived in Normal - using the same trash receptacles is very nice - easy to use all curb trash looks the same. Drive around Normal and take a notice - Bloomington curbside trash looks awful - Normal is nice and neat - makes the community look better.
-
- 201 Do the trash collectors work a full 8 hour day for 8 hour pay or do they get paid 8 hours for doing their route? If so, there is where you could save money.
-
- 202 I love the giant recycle bin. I would love to see something similar for household trash.
-
- 203 Snow removal: We live in Eagle Croot East - Snow removal does not happen inside the subdivision - It appears the plows only go one route and leave a tremendous amount of residents without proper snow removal - tied to taxes.
-
- 204 Take metal to Ticks and plastic to Norm.
-
- 205 All residents should use curbside recycle. Why don't you have all curbside recycling containers picked up on one side of the street. This would cut mileage by approx. 50%.
-
- 206 I'm proud of our fine refuse collectors. I have been really impressed with the new recycle containers. I'm 71 but find them easy to use. I take a month to fill it hence just need to put out once a month. It cut my garbage can load down by half every week! I like:)!!!
-
- 207 I like that we have large item curbside collection but if it is too expensive for the City, I think a large item drop off site would be okay.
-
- 208 I didn't comment "no" but I want to make a suggestion regarding trash/recycling. I find that our household produces more recycling than garbage now that we have the big recycle bins, I think we could have every week recycling and every other week garbage.
-
- 209 I didn't answer no but my household fully appreciates the waste removal plan we have here. It is the best we've had anywhere. We would be willing to pay a bit more so it continues. Thank you.
-
- 210 When garbage men come to get trash... if they drop garbage cans on the street... could they please pick it up!
-
- 211 Citizens that have the opportunity to haul large waste items should not be charged for citizens that are unable. P.S. Still very unhappy with Judy Markowitz Coliseum that we didn't vote for but are footing the Bill, hence the increase in waste, water and snow services.
-
- 212 Larger items people should expect to pay for otherwise rather than the City.
-
- 213 FYI - This was a poorly constructed survey.
-
- 214 I see the drop-off electronic recycling service in Normal as adequate for both cities. This might be a place (literally!) where co-operation between Bland would be efficient and cost effective. I drop off used electronics, etc. there as needed. Perhaps co-operative bulk drop-off would also work.
-
- 215 I like things they way they are. Please don't Change. My water bill is too high now!! PLEASE don't raise the rates again!!
-
- 216 How did we go from disposal costs included in our very high property taxes to paying extra each month and still "at a loss". Maybe some help understanding that would get more understanding.
-
- 217 Would like to see large container trash pick up like the recycling.
-
- 218 Curbside is the alternative
-
- 219 Many are on the website etc.--- But people like me may not understand all that. Drop sites, or numbers that can be called (info) to get picked up etc. Would be helpful. Some knew how things can be picked up and when. Thank You!
-
- 220 Garbage fees should be based on weight. This will encourage others to recycle or think wisely about their garbage or go drop it off themselves. I have 1 bag of garbage every 2 weeks & My neighbor has 8-10 bags - we pay the same amount - not fair.
-

- 221 I enjoy the services I received but would like a grass clipping curbside service be provided and would be willing to pay for such a service. It takes me 30 minutes to bag, drive to the drop off facility, and drive back home. I have many friends who would also like this. Thanks for considering.
-
- 222 I think you can do an either/or approach for recycling and large items. Curbside is more convenient for most that is why I support it. Those that use curbside large items pick-up should be charged extra. Fee for garbage pickup is high and was promised to be reduced again after it was raised. What happened?
-
- 223 I am satisfied with the level of service at our current prices
-
- 224 2. hours at drop off facility do not function for employed residents. 2. Grass should be picked up curbside 3. Charges should be based on usage 4. Why are drop off employees no longer able to help lift grass into trucks? 5. Why not call to schedule bulk pick-up w/ fee attached at that time?
-
- 225 Don't change anything, its great! These services are the best thing I have ever encountered in any city!
-
- 226 City money was recently used to buy a single stream truck and bins for recycling. Why are questions about recycling on this survey? It sounds like another way to waste money.
-
- 227 Large item pickup should be free to homeowners. Have lived here for 58 years. Ward 2 should be Westside not include Fox Creek Golf Course Area. City should charge contractors land lords. Home owners should be able to set anything out (non hazard). Water bill fees have at least tripled in 23 years at this house. Fix streets, potholes big enough to drop motorcycle tire in cause wreck.
-
- 228 Every other week curbside recycling is convenient.
-
- 229 Leave it alone, it is a wonderful service.
-
- 230 My complaint with snow removal is based on mailbox decapitation.
-
- 231 I think the city is screwing us to death. My bill has quadrupled. They are overplayed, over pensioned, half ass workers and that goes for the higher ups as well. I pay the same as the guy across the street who I think is a junk collector and then throws it all away. your great for the bums that we all pay for. You are typical governmental workers, getting paid for doing as little as you can. Living of the governmental teet. Nice raise David I haven't had on in years. And im pretty sure I am not the only one who feels that way. Water bill 57.00 please. You suck.
-
- 232 No to snow removal is because we are on a circle and main streets get plowed twice before ours get once - often next day after a snow.
-
- 233 Do everything curbside. If rental and empty out house charge owners more for pick up.
-
- 234 Curbside large item collection should be offered for an additional charge. Some area's around ISU use the service as a dumping site which is unsightly to the community. If certain businesses or landlords want to provide tenants a large item disposal, have a location designated away from the public eye and charge per loader bucket.
-
- 235 Paint disposal oil and water base.
-
- 236 Private enterprise bids to provide services to homeowners and business owners. Privatize garbage services.
-
- 237 Bloomington's programs for recycling, trash, yard waste and large item curbside pickup are far superior to any I've seen elsewhere. Rather than degrade services, I would rather pay more to maintain present levels of service. John Horton, 1837 E Lafayette
-
- 238 I like it, just change it, reduce your cost by efficiency. Id don't think grass should be dumped next to curb. It should be bagged in paper to ease workers job. If what you put out requires a wheel toater, you pay.
-
- 239 The city should have a program that charges a fee for large item curbside collection. Drop off sites should be provided at no charge. The fee should be based on the amount picked up, and the pick up should not be automatic. A homeowner would have to call to arrange a pick up and say how much they are throwing out. This is how they do if on Long Island where i grew up. It eliminates abuse of the large item collection service. I can't believe what I see people leaving on the curb for pickup.
-
- 240 Is it possible to get containers for garbage. Our tax dollars should be used for the services in this survey.
-

2. Program Issues and Needs



a. Automated refuse and recycle collection services to apartment, apartment complexes, and condominiums

Introduction

As the City approaches automated collection of recycling and household refuse, it has encountered foreseeable obstacles, especially in regard to collection at apartment complexes and in older neighborhoods built before big garages and long driveways kept most parked cars off the street.

Indeed, a few of the neighborhoods were constructed back when a standard mode of transportation was a horse and a move to automated transportation meant a trolley and, for a few fortunate people, a new invention called the automobile. Through the years, buildings were constructed to accommodate high density housing without thought that someday street parking would hamper public garbage collection. And many of our houses within the central areas of the City recall a day when families were bigger and now accommodate multiple unrelated people who rent pieces of the now-divided houses.

Currently, operations are retrofitting modern collection and modern goals into old style neighborhoods and into dense multi-family areas. This task is possible, but there are big logistical questions along the way, as noted by staff and Council members over the past months. Currently, wheeled recycling carts in use and the garbage carts are coming. Thus, resolution of issues is needed. In this summary, staff presents recommendations and presents a variety of options for the City Council to decide upon. The issues and challenges presented are not unique to Bloomington. Every city that chooses automation faces obstacles. Bloomington's automation conversion experience is the norm.

City Goals

- Make recycling available to every resident of Bloomington.
- Vastly increase recycling while reducing landfill usage.
- Combine efficiency in recycling and garbage collection with good value and cost-effectiveness, while providing excellent services.

In some cases, goals collide. Some of the City's neighborhoods are not set up for maximum efficiency, and some Council options staff present in this summary are not the most cost-effective. Perfect answers are unattainable. However, the constant is the goal of access to recycling for all residents – a goal voiced clearly by a couple aldermen (without dissent from other aldermen) and by the City Manager on August 13. With this in mind, City staff respectfully presents the following recommendations.

Recommendations

Staff recommends that the City stop providing collection at apartments and condominiums with five or more units and at apartment complexes and condominium complexes. Owners/landlords of these buildings should be required to contract with private haulers to provide services. These private haulers should be required by ordinance to obtain licenses from the City to perform that function and be required to offer recycling to the apartment dwellings they serve as a condition of that license. In other areas of the City in which logistical issues prevent efficient, automated trash service (such as the downtown), the City should retain manual garbage collection. This means the retention of one manual garbage route while automating the other five routes. This is referred to as a "hybrid" collection system.

Overview

Cities decide for themselves what level of refuse service they offer, how the service is funded, who delivers that service and how it is delivered. There tends to be at least minor, and often major, differences between any two cities being compared. It doesn't make one city "wrong" and the other "right." There is no template to follow other than the one a given city's staff and municipal council determine to be the preferred service level and delivery for the particular city. Staff believes the best template for this City at this moment is for the City to provide service to single-family homes and to apartments with four or fewer units and that owners of commercial enterprises, including those involved in rental of larger apartment buildings and apartment complexes, should be required to establish their own refuse arrangements with qualified private haulers.

Staff views large apartment buildings and apartment complexes as business endeavors – rather than merely groups of households – and, therefore, believes that these businesses should be treated as other businesses: Required to arrange for their own refuse needs. The city's practice now, in staff's view, amounts to a subsidy for businesses that are engaged in residential rentals which is a cost passed on City taxpayers as a whole. However, logistical issues, not financial ones, pose the primary concern and motivate the staff to seek a service change. It is for logistical reasons that staff also recommends eliminating city collection to condominiums with five or more units.

Timing: The matter has been discussed in the past, but the issue presents an immediate logistical issue as the city switches to a more automated, more efficient and less labor-intensive service delivery.

Scope: Currently, the City collects about 26,000 residences. Of that, about 800 households fall within the definition of being an in an apartment or within an apartment complex or condo complex with more than four units.

Definitions of apartments: When we discuss an "apartment" building in this memo, we refer to a building constructed for the purpose of rentals and containing more than two units, or a single-family house that has been divided into more than two units for rentals. An "apartment complex" means:

- Two or more structures built as multiple-family dwellings.
- And containing three or more units per building.
- And located next to one another.
- And coming under common ownership.

Not counted as a "complex": A landlord might own two converted houses next door to each other with each containing four units. This does not constitute a "complex" *unless the houses are on a single lot.*

Logistical Issues

The city has shifted from collection of recycling bins to use of 95-gallon and 65-gallon wheeled carts. A mechanical arm attached to the recycling truck will pick up a cart at the curb and empty the cart into the recycling truck. In most neighborhoods, the system will be extremely efficient. However, City employees, certain homeowners, landlords and tenants simply cannot easily accomplish recycling at apartment complexes. Further, the city will soon require carts for of household trash. Again, this will be difficult to achieve, as designed, at apartment complexes.



Storage illustration: Trash-can storage areas, such as this one at an Eisenhower Street complex, will not accommodate a multitude of wheeled carts.

Storage

A major problem is *storage*. Imagine an apartment complex with multiple two-story buildings with each building containing eight units. If the City attempted to automate apartment recycling and trash collection, every resident would be entitled to a wheeled recycling cart and a wheeled trash cart, too. Where would these carts be stored? At many apartment buildings, the existing storage areas are too small for cart storage. The carts are too large to be stored inside apartments (even if assuming the carts are kept in optimal sanitary conditions). Also, upper-floor residents could not possibly be asked to bring the carts up and down apartment stairs. The 95-gallon carts alone weigh approximately 40 pounds each.

Theoretically, the carts could be stored outside the building – if there is room behind the building. If using side yards, the landlord would be required to build some sort of storage areas such as wooden fencing to block the view of the carts from the street. City ordinance currently states: Carts and trash containers should not be visible from the street. It is not too much to ask a landlord of a four-plex, three-plex or duplex to provide trash and recycling cart storage for tenants. However, for the apartment complexes, with many buildings and a multitude of carts, the storage requirement becomes, what staff considers to be, burdensome.

Option: Shared carts. In an ideal situation, tenants in our hypothetical eight-unit apartment building could share carts, but that opens another problem: Who is responsible for a given cart? These carts are expensive and they are issued to customers at specific addresses and not to groups of customers. A resident who damages a cart is responsible for paying for a replacement under current plans. Who will pay for a replacement cart if it is shared by multiple households at an apartment complex and no one steps forward to take responsibility? This will be an issue even if the Council eliminates service to major apartments and complexes. Staff considered options:

- Landlords and tenants could be made “jointly and severally liable” for the cost of a cart in a similar manner as they hold joint and several liability for water bills. If a tenant does not

pay his/her water bill, ultimately the landlord must. Similarly, if a wheeled cart is damaged, lost or stolen, the landlord ultimately assumes responsibility for replacement.

- Another potential option is to place the responsibility of the carts squarely on landlords. Carts would be issued to them and they would be responsible for replacements.
- The only other option we can think of is that the City government replaces the cart and accepts the cost.



Photo illustration: Cars parked at apartment complexes would block the City from using automated wheeled cart pickup as designed.

Parking

A second problem is ***parking***. Outside apartments, cars line the streets during the day. Fully automated curbside collection becomes impossible. Instead, wherever a car blocks a cart, the driver would have to exit the truck, wheel the cart to the truck, get back into the truck, load and empty the cart with the automated lift, exit again and wheel the cart back to the curb. The driver would repeat the process for every cart with a car parked in front of it. It can be done, but not efficiently. In most neighborhoods, this will be an occasional inconvenience. In front of large apartments and at apartment complexes, this would be the norm. It provides an argument against continued service to these multi-family areas.

Should the Council reject the staff recommendation and continue service to apartment complexes, logistical issues remain. Many of those complexes would be candidates for manual collection but there are other alternatives.

Option: Parking bans. Parking bans on collection days could solve the parking issue at apartment complexes and in parking-heavy neighborhoods – but only by creating a new problem of parking for affected residents. Parking bans would be highly unpopular and hard to enforce. Staff *recommends against* parking bans. They may be effective in other cities, but staff doesn't believe it a good answer for Bloomington.

Option: Central collection at apartments. An answer for apartment complexes might be to establish central collection points for the carts, rather than curbside collection. This would entail extensive deliberation and site visits with landlords to customize procedures for various apartment complexes. The Solid Waste Division would need another employee to achieve the task. Furthermore, lack of cart storage might require shared carts among tenants as discussed earlier.



Roll-offs: The landlord at 302-310 S. Madison opted out of City service and instead uses roll-offs for trash and recycling. Parked cars (right) rule out automated collection in front of the apartments there.

Option: Roll-offs: Apartments also could be served with **roll-off trash containers** commonly known by the trademarked name Dumpster. Wheeled recycling carts could be placed near the roll-offs. Or, the apartments could be served with large recycling bins similar in size to Dumpsters. However, the City possesses no trucks equipped to collect roll-off containers (Dumpsters). Theoretically, the City could buy a truck to handle roll-offs, plus the roll-off garbage containers and recycling containers. Staff would *recommend against* this option because of the added expenses. Costs:

- Estimated \$180,000 for the truck.
- Plus the cost of the containers.
- Plus one new union employee to operate the truck.
- Plus neighborhood disruption. The truck would in many cases block the street during a fairly slow emptying process; most commercial Dumpsters get emptied in the middle of the night.

Options for the City Council

Whatever City leaders decide to do, decisions should come soon, before the City starts distributing trash carts to residents. Here are some of the alternatives addressing various issues for Council consideration:

Council option: Discontinue some apartment services: As recommended, the City Council decides to require landlords of apartment complexes and apartments with more than four units to make their own collection arrangements with private haulers. Also excluded from service are rooming houses, condominiums with more than four units and condominium complexes with more than four units. Note that four is a common cutoff. The Council could decide upon six or more, or seven or more. However, as the density grows, so do the logistical problems.

- Pros: Many of the logistical issues are solved while apartments still are served by qualified haulers.

- **Cons:** The City loses direct control of services. Many landlords and tenants may oppose the change, as they for years have been benefiting from quality City service at an attractive price. They and members of the Council might feel as though the City is abandoning residents. Private haulers may have higher rates, and those rates will get passed on to tenants, many of whom are lower income. Or, haulers may reduce the scope of services, such as large-item pickup. Public housing residents become excluded from service. (However, see BHA option later in this report.)

Council option: Retain apartment service: The Council decides against the staff’s recommendation and decides to retain collection at apartments as a City responsibility (with landlords being able to opt-out and make their own arrangements, as is currently the case). Public Works employees continue to provide the best service possible under Council guidelines. An outline of options within this option follows.

Council sub-options: Collection at large apartments, complexes.

- **Automated but inefficient:** The City collects in apartment complexes and does so with residents using carts. Cart collection occurs in an inefficient manner: Exit truck; wheel cart to truck; empty cart with mechanical arm; exit truck again; wheel cart back to curb. Repeat. This option leaves unresolved the logistical issue of storage discussed in the memo.
 - ✓ Pro: Lesser chance of worker injury.
 - ✓ Con: Highly inefficient.
- **Automated, case by case:** The City works through logistical issues on a case-by-case basis with landlords/owners.
 - ✓ Pro: The system will be tailored to precise needs at each precise locations.
 - ✓ Con: Doing so would be time-consuming; it requires discussions and site visits with dozens of property owners. Additional staff would be needed. As one industry expert put it, “It’s a study in itself for every building.”
- **Parking bans:** Discussed above.
 - ✓ Pro: Enables efficient cart collection.
 - ✓ Con: Will be unpopular and hard to enforce.

Council option: Recycling drop-off bins: With the goal of making recycling available to all in the City, Bloomington sets up drop-off boxes similar to those used for years by Normal. Staff *recommends against* their use for the reasons listed under “cons” below.

- **Pros.** It helps the City attain its goal that 100 percent of residents have access to recycling. Even those living outside town can recycle.
- **Cons: Cost.** The truck to pick up the bins costs about \$180,000, and then the City would have to pay for the bins (about \$10,000 each) and a driver for the truck. Also, non-residents will use the drop-points, meaning the City would subsidize recycling costs of non-residents. Normal has had difficulty getting commercial landowners to allow them onto their property. Bloomington would expect the same.

Public Policy Outlook and Apartments

The public policy issue of services or non-service to apartments comes down to this: In terms of providing refuse service, should larger apartments and complexes be treated like businesses or should they be considered part of the residential community. Staff believes apartments are the undertaking of private businesses (with the exception of public housing structures). Beyond four units, an apartment complex starts becoming a serious business endeavor.

Trends in refuse collection: It is common among our neighbors to leave refuse hauling at most businesses, including apartment-complex businesses, to the private sector. Normal, for example, collects only at houses,

and duplex-style structures. Decatur limits city services to apartments with six units or less. A common standard is city collection or city-regulated collection at apartments with four units or less, and that is the standard used in Peoria, Pekin, Springfield, Champaign, Urbana and Morton, and Morton allows four-plexes to opt out. Champaign and Urbana governments involve themselves with recycling at all residences, including complexes, but they charge a recycling fee to pay the full cost (\$2.50 per month per household in Urbana and \$2.60 in Champaign).

City staff wanted to ascertain what percentage of cities statewide, regionally or nationwide offer city services at apartment complexes. We contacted various sources but were unable to find data. We are not sure there are any readily available public documents. Two of the experts contacted were:

- ISU economics professor David Loomis. An ecology specialist, Professor Loomis undertook searches on the Internet and using the Milner Library databases to see whether he could find material of which he was unaware. He found none pertaining to the question.
- Marc J. Rogoff, Phd., who is project director for SCS Engineers in Tampa, Fla., and a member of the Waste Management Committee for the American Public Works Association. His firm conducts studies on solid waste methods for municipalities and his work with APWA continually places him in conversations about municipal refuse. Mr. Rogoff knew of no studies and stated that the only standards when approaching automation issues, in his opinion, are the ones that individual communities decide fit their particular circumstances.

Financial Implications and Apartments

City subsidy: The financial issue does not drive the recommendation to end service at large apartment, condos and complexes. Nonetheless, the Council should know that the City government – i.e. taxpayers in the City as a whole, subsidized solid waste services to all households by an average of about \$50 per household per year in FY 2012. That amounts to an annual total of \$40,000 (800 units in question x \$50 per unit) for the apartment units in question. Thus, it can be stated that the City subsidized the housing rental industry's refuse services.

Hidden cost: A hidden cost to moving collection at large apartments from the City to private haulers involves wear and tear to streets. No dollar cost is affixed, but common knowledge tells us that multiple trucks from multiple haulers driving through the City to serve apartments will increase wear on the streets.

Implications for landlords and tenants: Ultimately, the consumers/tenants would pay any increase in cost that might occur if the City stops serving apartment complexes and apartment buildings larger than four-plexes. Owners/landlords would pass along costs, just as they pass on cost of property taxes. Landlords operate in the black, not the red. Landlords, however, may believe the change to be inconvenient and may argue against the change, as may tenants. Of particular concern to landlords will be the loss City large-item pickup. Tenants leave loads on curbs during move-outs, and the City adds no direct cost to landlords unless the load volume on a given day outside a given building exceeds two end-loader buckets.

Apartment tenants would be freed of the \$16 monthly City refuse fee. Tenants may or may not pay more, in the end. Competition should keep prices affordable. However, the costs passed to them from their landlord would depend on the hauler used and the level of service arranged by the landlord and hauler.

A comparison of municipal services between two cities might help Council members visualize the difference in costs and services. Here, we compare the costs and service levels in Bloomington versus Springfield for a tenant in a four-plex apartment. (Springfield does not service larger apartments and complexes.)

- Springfield: \$12.25 per month for trash and recycling; \$1.50 per bag of compost except during fall/spring free pickup periods; three-item maximum for large-item pickup *per year*; private haulers will pick up additional items for added charges.
- Bloomington: \$16 per month for trash, recycling and yard waste (except grass). Seasonal leaf collection at no added cost. *Weekly* large-item pickup at no charge for the first two end-loader buckets; \$25 per bucket after that.

Impact on Apartment Buildings

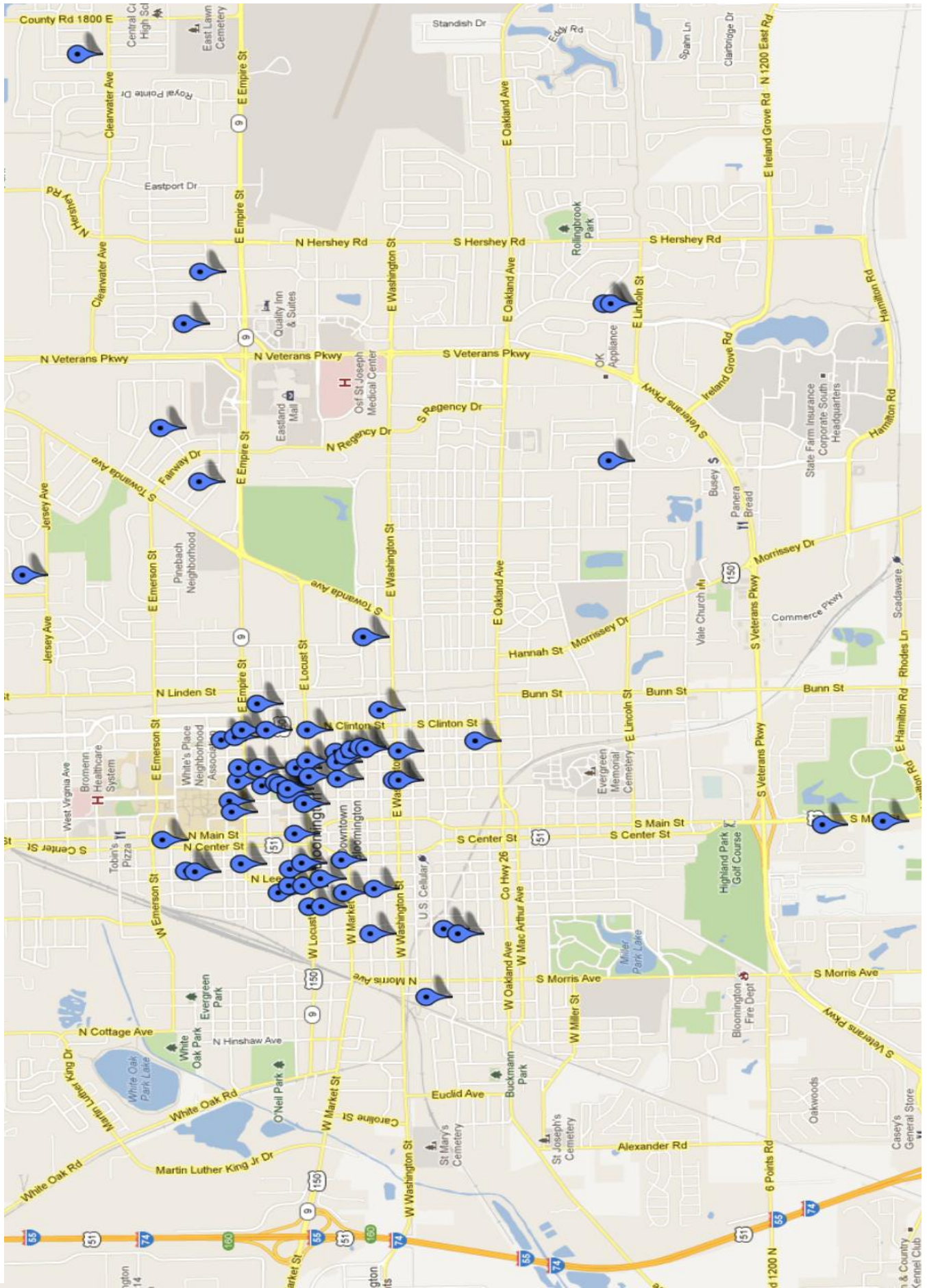
It was staff’s recommendation that the City stop providing collection at apartments and condominiums with five or more units. It was recommended that owners/landlords of these buildings be required to contract with private haulers to provide services. Staff recommended that these private haulers should be required by ordinance to offer recycling services to apartment dwellings they serve. In other areas of the City in which logistical issues prevent efficient, automated trash service, the City should retain manual garbage collection. This means the retention of one manual garbage truck while automating the seven routes.

Council asked staff to research how many buildings and/or businesses would be affected by this change in policy. Staff utilized the PACE Department’s database to identify all of the apartments within City limits and cross referenced these addresses with the Water Department’s refuse billing records to identify those buildings/businesses receiving municipal refuse collection services. In a previous report issued to Council, Staff surveyed 9 municipalities (including Bloomington) and their policy on servicing apartment buildings. **Of the 9 surveyed, 7 municipalities (either through provision of service provided by City crews or contract with private hauler) did not provide collection service to buildings with more than 4 units.** Decatur allows 6 units buildings to opt into the service and Bloomington allows any apartment or condominium.

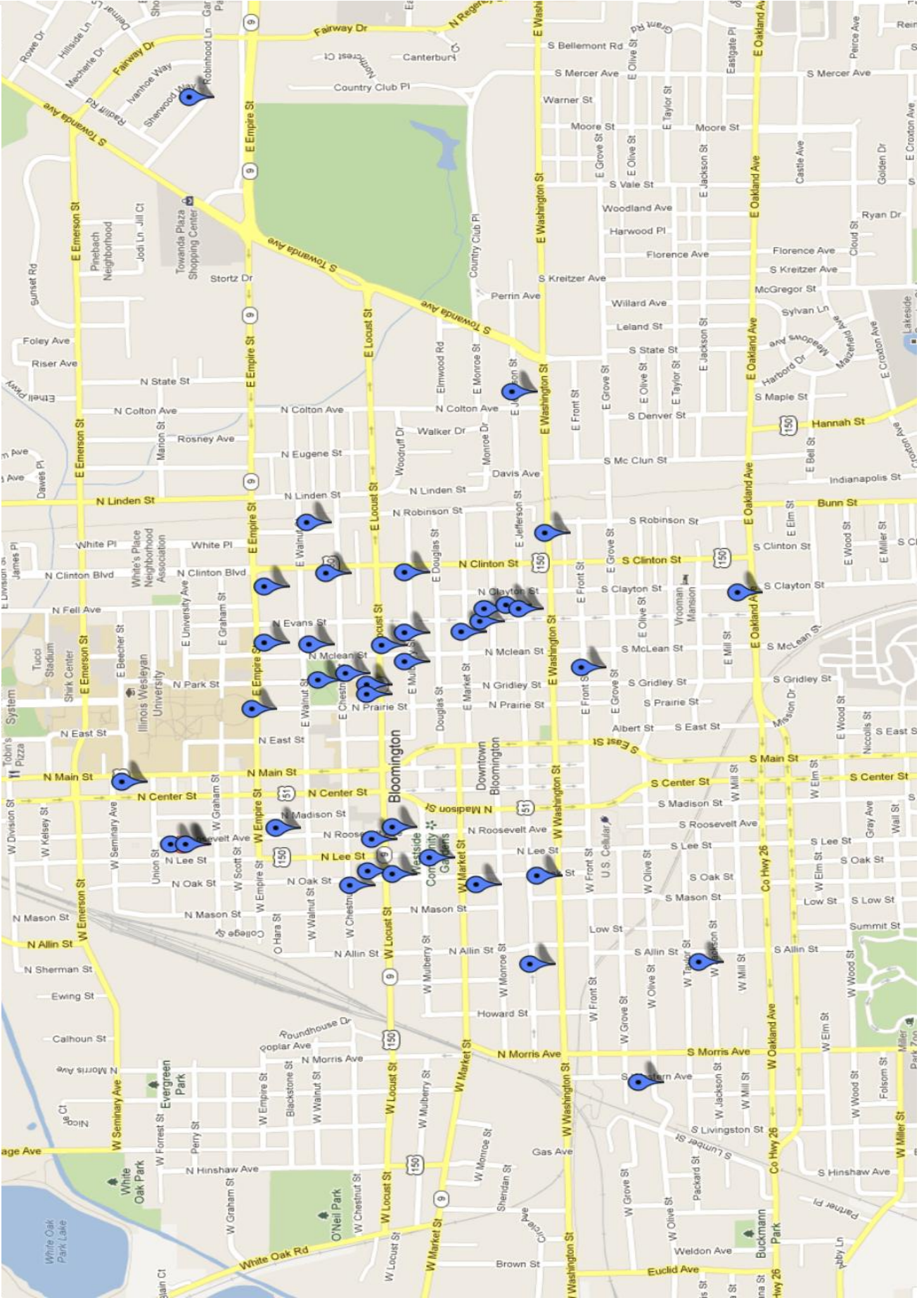
	Number of Buildings in Question	Number of Units in Question	Pct of Units Based on Total Customer Base
5 Unit Apartments	25	125	0.48%
6 Unit Apartments	17	102	0.40%
Total 5-6 Unit Apartments	42	227	0.88%
Total # of Buildings with Less Than 11 Units	59	356	1.38%
Total # of Buildings with More Than 10 Units	3	57	0.22%
Total Apartments in Question	62	413	1.60%

The results showed 42 buildings containing 5-6 units in municipal limits receiving refuse collection services containing a total of 227 units or 0.88% of the City’s total customer base of 25,774. This list includes homes having been converted into rental properties or Victorian style homes retrofitted to apartment units operating as apartment structures. The total apartments in question (all those consistent of 5 or more units) was 62 buildings comprising 413 total units or 1.60% of the City’s total customer base of 25,774. Below are two maps identifying apartment locations in Bloomington. The first map identifies all of the apartment locations having 5 or more units receiving municipal refuse collection services and the second map displays all of the apartment locations identified as having between 5- 6 units receiving collection services.

All Apartments with 5 or More Units Receiving Municipal Trash Service



5 – 6 Unit Apartment Locations Receiving Municipal Trash Service

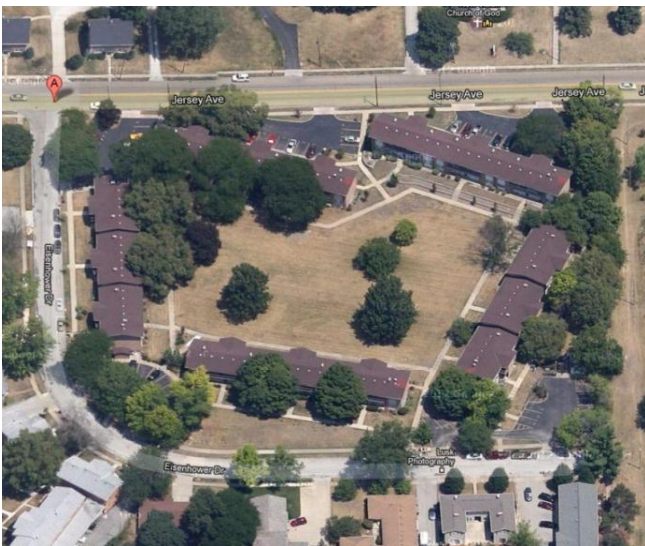




Roll-offs: The landlord at 302-310 S. Madison does not receive City service and instead uses roll-offs for trash and recycling. Parked cars (right) rule out automated collection in front of the apartments there.



Single Stream Commercial Container used by Allied Waste for the collection of recycle materials at larger apartment buildings due to logistics and issues seen in the picture to the right.



John Turnquist, property owner of the 5 12-unit apartment buildings located at Jersey Avenue & Eisenhower Drive (pictured to the right) opted out of City service after 23 years of being a City customer. Mr. Turnquist stated that there was no space for the containers and that the on street parking currently provided would not accommodate curbside automated collection.

Staff Recommendation for Automated refuse and recycle collection services to apartments, apartment complexes, and condominiums:

One option for providing service to apartments, previously discussed in the First Interim Report, is the provision of roll-off containers. Allied Waste services larger unit buildings with single stream commercial containers for recycle materials and single location roll-off trash containers for non-recyclable materials. This may however, be a rather costly option as the City does not currently have the equipment required for the roll-off containers. Staff would **recommend against** this option because of the added expenses. Costs:

- Estimated \$180,000 for the truck.
- Plus the cost of the containers.

- Plus one new union employee to operate the truck.
- Plus neighborhood disruption. The truck would in many cases block the street during a fairly slow emptying process; most commercial Dumpsters get emptied in the middle of the night.

Staff would be in support of the City contracting out solid waste services to apartments. A contracted service would allow the City to require the provision of recycle services to the apartment buildings for a potentially lower cost than purchasing the needed equipment and manpower to provide the service in-house.

Other Matters for Consideration

Downtown: Downtown cannot accommodate automated collection because of logistics. Staff recommends no change to Downtown service. It would retain weekly manual pickup but without bulk pickup. Recycling carts are stationed outside the Tiltons' Fox & Hounds building.

Bloomington Housing Authority: BHA property falls into a gray area. In Bloomington, BHA operates Kane Homes, Holton Homes, Sunnyside, Evergreen, Woodhill Towers, Woodhill family units and at least four group homes for persons with disabilities. These properties *act like* apartment buildings/complexes in terms of logistics of refuse services. However, the landlord/owner has no profit motive and isn't a business. If the City Council chooses, it could enact the staff-recommended change to end collection at apartment complexes but could exempt BHA property. Clearly, BHA properties lack storage and cannot be served with the wheeled carts. Public Works could continue to serve these dwellings with the existing system of manual garbage collection and blue-bin recycling. That would match the wishes that the Housing Authority's maintenance supervisor conveyed to staff, and it would be staff's recommendation.

Sororities and fraternities: Illinois Wesleyan University's off-campus fraternities and sororities *act like* bordering houses but also operate without profit/business motivation. The Council could choose to grant them exemptions as well. Some of them already are using recycling tote carts under special collection arrangements with the City.

Private haulers, licensing and recycling: Private haulers already work in the City, collecting for businesses and for apartment complexes whose owners have opted out of City service. They include Allied Waste (Republic), Area Disposal (PDC/Area), Henson Disposal and Casali & Sons. They could be licensed now, under existing ordinance. City staff believes a license requirement and requiring that they offer recycling services in residential areas serves two purposes. First, it helps control quality and limits the number of haulers working in the City. Secondly, it ensures the City keep intact its mission to encourage recycling and divert recyclables from landfills. Staff recommends that private haulers and landlords/owners be required to offer recycling at residential units *regardless of whether owners/landlords have opted out of City service and regardless of whether the Council decides to retain or end refuse service to apartment complexes.*

Apartment Owner's Perspective

Much similar to the City's solid waste focus groups held with citizens in April 2013, the City also asked apartment owners to join the City in a conversation about staff's recommendations to Council. City staff mailed all apartment owners receiving City solid waste services an invitation to attend an afternoon or evening session on April 10 at 1:00 p.m. and/or April 11 at 7:00 p.m. There were a total of 25 apartment owners and apartment staff members that attended the two meetings. Lynn Montei served as the facilitator for the meetings, guiding the discussions and recording the responses from the attendees. City staff provided a 15 minute presentation to the participants highlighting the options identified and staff's recommendation to discontinue service to

apartment buildings with 5 or more units. The following are the notes and information gathered based on the apartment owner's conversations with staff and the facilitator:

Landlords and Condominium Owners

April 10, 1:00pm Input Session – 16 attendees

These questions or prompts were offered as ways of helping table groups start their conversations. Some groups used them and some did not.

- What you appreciate and value about your current solid waste disposal services
 - Your perspective on automation, storage, parking and equipment expense
 - Your ideas/alternative solutions
 - Your ideas/experience on private hauler options, licensing or other aspects of the issue
 - Other input/advice
 - Comments on provisions regarding general residential customers
1. Recycle container for my 6 units
 - a. 1 container is satisfactory for all 6 units every other week
 - b. No more than 2 or 3 garbage cans go out each week for the 6 units
 - c. At 503 E. Walnut – 2 units – 3 people and my residence-2 of us-for all 5 people in the 2 units + home, I normally have 1 garbage can/wk and 1 recycle cart every other wk which is normally not full
 - d. My \$16/unit pays for 2 or 3 garbage cans picked up per week + 1 recycle cart every 2 weeks
 - e. Figure out some system for charging all property owners to call for a scheduled pickup of the big stuff; impose fines for leaving the stuff out for more than a few days.
 - f. Encourage adjoining property owners to put their trash out together to eliminate truck stops
 2. Any charge of cost should be spread across all property owners – all 25,000+ pickups
 - a. Single family homes require 1 stop just like apartment buildings
 - i. They have a garbage can and every other week a recycle cart
 - ii. On a per unit basis there is less picked up in a 6 unit stop vs a single family stop
 3. I'm willing to pay more/unit so long as the single family unit pays the same/unit cost-for the above mentioned reasons
 4. The city service is more reliable, I assume, when it comes to all kinds of waste. The regular scheduled days works great.
 5. Footprint of property – request exception for properties with no accessibility for pickup
 6. Apartments produce less waste than single family residences.
 7. Need to focus on bulk waste costs.
 8. Could consolidate 5 containers → 2 carts

Table 2

1. Bulk pickups – dedicated day to pick up furniture, leaves, etc. Like “tire” day
2. Carts-sharing 1 cart per 1.5 units
3. Historical Districts, land locked lots
4. Dumpsters/roll offs – PACE requirements?
5. Properties where there is not a problem

6. Offer bulk pick up only – no recycle, no trash

Table 3

1. Yard waste pick up – do it biweekly with a fee
2. Eliminate trash fees from water bills
3. What happens with stolen carts? PD won't do report for < \$1,000 loss (Normal)
4. When is final decision made?
5. How many staff members will be eliminated?
6. How much notice will be given if the change is made? Customer service is already a problem with private haulers.
7. City doesn't plow alley where a cart has to be placed. Will plowing routes change to accommodate this?
8. Are businesses listed as alternative service providers already licensed? If private hauler licenses have a fee, it may be passed on to customers. Consider waiving license fee.
9. Increase bulk charge and decrease the amount of pick up before fee starts. E.g., we charge \$25/bag of trash left in an apartment to adjust for our employee's time. Maybe the City should charge accordingly.
10. Illegal disposal

Table 4

1. Eliminate the policy that when opted out and a second offense occurs where anyone puts bulk waste at the curb, a lifetime opt-in is imposed. Would rather be fined or charged.
 - a. Young America Realty would support the elimination of solid waste services in order to avoid an "automatic opt-in"

April 11, 7:00pm Input Session – 9 attendees

Table 1

1. Would have liked earlier notification that the solid waste program was being analyzed, and would have liked to provide information via questionnaire at the beginning of the process and throughout
2. Would have liked time to digest the materials presented to be prepared for the meeting
3. Current service is excellent
4. This landlord is diligent in day-to-day management and care regarding refuse, and takes care of own bulk waste by dropping off at the bulk waste drop-off site
5. Concerned about City employees who may lose their jobs as a result of program changes. These are wonderful, caring people.
6. Would like to have time to understand the impact
7. Wants the drop-off facility to expand hours of operation to increase functionality

Table 2

1. Bulk waste pickup is appreciated and needs to be continued. If costs must increase to do so, that is okay.
2. Automation is a great idea.
3. Case-by-case review is the way to go → could be a win/win
4. Concern about use of dumpsters
 - a. No room for them
 - b. A nuisance to neighbors
 - c. Noise

d. Appearance/aesthetics

5. Minimize impact to area/neighborhood

Table 3

1. Appreciate bulk pickup
2. Like the idea of automation
3. Like to see recycling for units
4. Use signage to solve the parking issue; enforce vigorously by towing for the first 2 weeks and the signage will then be observed.

4. Regulatory Implications



a. Organizational Review

Source: Local Government Case Study: City of Eden, NC Fully Automated Solid Waste Collection Program; 2003

Summary: The City of Eden operates a fully automated solid waste collection program using two fully automated side-loading collection vehicles. Automated vehicles require only one employee for each collection route. The fully automated system reduces staff and associated labor costs, and provides a safer work environment for employees, thus reducing workers' compensation costs.

Results: Changing from the previous more labor-intensive collection program to the fully automated system, the city was able to reduce its collection staff by seven. Out of the seven staff members, five were reassigned to other duties related to waste disposal operations and two were laid off. At an average of \$20,000 per staff member per year, the city has realized significant annual savings. In addition to the costs savings, the new system provides a much safer work environment and reduces liability. Since implementation of the automated system in 1994, there has been only one workers compensation claim, which occurred when a driver attempted to quickly flee a snake occupying his vehicle.

Information available at: <http://infohouse.p2ric.org/ref/26/25011.pdf>

Source: Fairfax County, VA "Green" Trash Truck Hits Streets

Summary: The Fairfax County Solid Waste Management Program purchased a hybrid trash and recycling collection vehicle. This vehicle is predicted to reduce fuel costs by six percent along with reduced emissions and generation of heat from the braking process.

Information available at:

http://icma.org/en/Article/100960/Fairfax_County_VA_Green_Trash_Truck_Hits_Streets

Source: City of Montgomery Ohio

Summary: In October 2008, after the City of Montgomery, Ohio successfully implemented an automated solid waste collection program, they created a "pilot program" to offer curbside recyclables collection. The approach used by Montgomery, called "RecycleBank," offers incentives to residents to encourage recycling. For example, based on the weight of recycled materials, households receive coupons and reductions in their solid waste collection bill for the following months.

The Results: The change in the corresponding 12 month periods between 2007-2008 (old system) and 2008-2009 (RecycleBank) shows that residents increased the weight of materials recycled by 51% while reducing the amount of weight of materials directed to landfill by 18%.

In August 2009, Montgomery issued a survey to every house that participated in the RecycleBank program. This survey provided a 37% response rate which allowed the City to learn more about ways to improve the program. (This information is included in Montgomery's report)

Before the RecycleBank program, Montgomery traditionally ranked in the top ten communities in Hamilton County for its resident's recycling rates. In the final year before the implementation of RecycleBank, Montgomery ranked 6th. After implementing RecycleBank, Montgomery moved to #1 in Hamilton County, Ohio.

Information available at: <http://icma.org/documents/document/document/301587>

Source: North Carolina Department of Environment and Natural Resources

Summary: This website provides information and workshops aimed at establishing and maintaining a special event and venue recycling program. (This may be important if the city attempts to provide solid waste and recycling for festivals, concert venues, stadiums and other community events both indoor and outdoor).

Information available at: <http://portal.ncdenr.org/web/deao/recycling/plastic-bottles/ev>

Source: Creating A Competitive Environment, Working Outside of the Traditional Contracting Box; 2010

Summary: Concord Township, a community of 19,500 residents, in Northeast Ohio started their own recycling program after the County offered a subsidy to all towns that wished to manage their own programs to eliminate the County's management of the recycling services. From 2005 to 2010, Concord struggled with managing various types of recycling programs from curbside programs to drop-off sites. Even with the subsidy offered by the county, this service was a drain on the township budget.

Results: In 2009, the Township Board of Trustees solicited a citizen's committee to study the recycling issue. The township decided to continue with the curbside program and reduce the drop-off sites from two to one. Before this program could be implemented, officials determined that a single hauler with 100% participation by the community was the best option. Through citizen input, the committee learned that many citizens were not in favor of losing their choice of solid waste hauler (a necessary component of the proposed program). After further committee research, it was predicted that implementing this recycling program without one exclusive hauler would cost approximately \$400,000.

Increased costs, demand by residents for curbside recycling, and strong community input for the ability to choose between haulers resulted in the creation of a new contract bid that was set to go out in February of 2010 with selection set for mid-April 2010 (Details of the bid can be found in Concord's article). One local firm beat out the national firm for the drop-off recycling services. In addition, the two local firms submitted offers for curbside recycling services. Eventually both firms would engage in a competitive process in which they would provide both weekly solid waste hauling along with weekly curbside recycling for a rate less than they had previously provided weekly trash hauling. The result of creating this competitive environment was that the residents were better served by increased service at a lower price.

Information available at:

http://icma.org/en/icma/knowledge_network/documents/kn/Document/302662/Creating_a_Competitive_Environment

Source: Local Government Case Study: Mecklenburg County Business Recycling Ordinance

Summary: In Mecklenburg County, non-residential waste accounts for 78 percent of the waste stream. As a result, in 2002, the County created an ordinance requiring businesses to recycle office paper and corrugated

cardboard. A civil penalty for noncompliance of \$50 begins following the issuance of a third notice of violation. Subsequent penalties increase by \$50 per violation.

Results: Overall, the amount of waste generated by the County decreased after the implementation of this program. Due to a weakened economy and the lack of tonnage reports by private businesses, it is difficult to determine whether this ordinance alone was responsible for the decrease in waste.

Information available at: <http://www.p2pays.org/bmp/payt.asp>

Source: Getting More for Less: Improving Collection Efficiency; 1999

Summary:

The collection efficiency study was undertaken to provide a more detailed understanding of cost saving methods for local government units involved with collecting residential solid waste and recyclables. This study offers multiple approaches and adjustments that municipal refuse planners can make to become more competitive in solid waste collection in the managed competition system.

- Studies undertaken by the Solid Waste Association of North America found that collecting solid waste and recyclables is the most expensive part of a solid waste management system (pg 5.) On average, these costs usually make up 50% of municipal solid waste management. In this category, labor takes up the largest portion of the budget.

Changing Collection Frequency: Common approaches include weekly residential solid waste collection and reducing recyclables collection from weekly to every other week or twice per month.

- Studies indicate that there is a positive correlation between collection frequency and underutilization of services by residents.
- Resident Concerns of Collection Frequency Adjustments
 1. Increase in flies
 - The Tucson, Arizona pilot program showed no increase in flies as a result of the switch to once per week collection.
- Benefits of Collection Frequency Change
 1. Makes each stop count more- Maximizes weights collected per stop
 2. Minimizes nonproductive time: Increases average set-out rates.
 3. Reduces fuel consumption and other environmental impacts
 4. Reduces vehicle and labor needs

Dual Collection: Trucks are equipped to collect residential solid waste, recyclables, and yard clippings in different compartments of the truck in a single stop. This system saves money in fuel costs, maintenance, and labor by reducing the collection frequency required to provide curbside solid waste, recyclable, and yard trimmings collection.

Cost-Cutting Strategy	You Might Benefit If You Currently...
Changing Collection Frequency	<ul style="list-style-type: none"> • Want to implement a pay as you throw fee structure • Are collecting recyclable materials twice per week • Need or want to add a collection service • Operate or want crews with two or more people • Are not maximizing your vehicle payload
Improving Routing	<ul style="list-style-type: none"> • Have not examined route design or balance recently • Are changing service levels, vehicle type, crew size, or frequency of collection • Have a service area that is growing • Have a service population that is shrinking • Have Graphical Information System or mapping software
Increased Degree of Automated Collection	<ul style="list-style-type: none"> • Are using manual or semi-automated collection vehicles now • Want to implement a pay as you throw fee structure • Have experienced a number of work related injuries from lifting or handling refuse • Have high staff attrition rates or absenteeism
Implementing A Dual Collection System	<ul style="list-style-type: none"> • Want to add collection services (e.g. separate recyclables or yard trimmings pickup) • Have low participation rates • Have great distances between stops

Information available at: www.epa.gov/osw/nonhaz/municipal/landfill/coll-eff/r99038.pdf

Pay-As-You- Throw: Waste Collection Program Overview By Sustainable Cities Institute

Pay-As-You-Throw (PAYT) programs charge households for solid waste collection based on the amount of waste that they throw away. Those who throw away more pay more and those who throw away less pay less. The goal is to create a financial incentive for residents to recycle, resulting in decreased volume of material sent to landfills and incinerators.

Traditionally, residents pay for waste collection through property taxes or a fixed fee, regardless of how much—or how little—trash they generate. PAYT breaks with tradition by treating trash services just like electricity, gas, and other utilities.

Most communities with PAYT charge residents a fee for each approved trash bag or can of waste they generate. In some communities, residents are billed based on the weight of their trash.

There are 3 common pricing structures:

- Proportional Pricing means residents pay a set price per bag or unit of trash that they generate

- Variable Rate Pricing means that the price per unit changes as the amount of waste created by an individual changes
- Multi-tiered Pricing uses a flat fee to create revenue stability, and then adds additional costs per unit of waste generated.
- Generally, the flat fee would be used to cover the program's fixed costs, and the 2 tier fees to cover variable costs such as collection, transportation, and disposal.

Rationale: PAYT programs provide the largest increase in recycling volume with minimal cost impacts to local governments and residents. It is a more equitable system for residents who can now pay only for the non-recyclable waste they generate without subsidizing neighbors who generate considerably more waste. PAYT rates also increase yard waste recycling tonnages, thus diverting compostable materials away from the waste stream.

Effort Required: The implementation of a PAYT program entails minimal operational changes and costs where established solid waste collection routes already exist. Some administrative processes are necessary to ensure billing and collection. Some communities forego billing by requiring the purchase of approved trash bags or trashcan decals. It is both critical and challenging to build public consensus, which will require good planning and public education efforts.

Benefits: PAYT programs significantly reduce the volume of municipal solid waste directed to landfills and incinerators. This can in turn reduce a community's landfill management costs. PAYT also increases citizen participation in recycling and composting activities. Lastly, a variable pricing model promotes equity in user payments by basing cost on actual volume of waste generated.

Risks: There are usually concerns that PAYT programs will lead to an increase in illegal dumping. However, most PAYT communities have found this not to be the case especially when PAYT is promoted alongside other legal methods of waste disposal, such as curbside recycling and yard trimmings composting.

Action Agents:

- Environmental Management Department
- Solid Waste Management/Recycling Department
- Public Works Department

Costs:

There are 3 general methods for determining PAYT user rates:

- Model Community Method uses data from successful programs in cities of similar size and characteristics
- Historical Data Analysis Method examines a community's own historical waste generation and trash hauling volume and costs to estimate the PAYT revenue and expenses
- Full Cost Method is the most rigorous approach and attempts to identify and quantify all direct, indirect, and future expenses associated with PAYT management and calculates user rates accordingly

Information available at:

http://www.sustainablecitiesinstitute.org/view/page.basic/class/feature.class/Lesson_Pay_As_You_Throw_Overview

Pay As You Throw (PAYT) Working Models

Craven County, North Carolina:

- Implemented PAYT in 1991
 - One sticker = 33 gallons or smaller and not more than 50 lbs.
 - Two stickers = larger than 33 gallons, up to 64 gallons and not more than 100 lbs.
 - Three stickers = larger than 64 gallons up to 90 gallons and not more than 150 lbs.
- An annual fee of \$24 is applied to each dwelling unit and small business for curbside recycling. The fee is charged to the property owner on their tax bill.
- Craven contracts with six franchised haulers for weekly garbage collection.

Results

- PAYT has helped the county to achieve a waste reduction rate of more than 40 percent in FY98-99. It is important to note that during FY98-99, officials did not notice an increase in illegal disposal following program implementation.

City of Eden, North Carolina

- Implemented PAYT in 2002
 - Group 1 = 0-30 gallons
 - Group 2 = 30-60 gallons
 - Group 3 = 60-90 gallons
 - Group 4 = Senior Citizens

Results

- As of September 2002, there has been an average decrease of approximately one truckload of waste, or 7.5 tons, per collection day. In the first month, the city experienced a 203.53-ton decrease in waste disposal as compared to the same month of the previous year.
- Since implementation, recycling has increased by approximately 20 percent.
- The program targets about 60 percent of waste disposal costs as opposed to the 26.4 percent covered previously

Information available at: <http://infohouse.p2ric.org/ref/26/25012.pdf>

Town of Ashland, MA Pay As You Throw Program

- Implemented in FY07
 - \$1.30 = 33 gallon bag
 - \$.75 = 14 gallon bag
- * Annual curbside trash and recycling collection fee for residents in \$138
- Seniors who qualify for abatement pay a \$48 fee –

Results

- Trash decreased by 38%
- Recycling increased by 98%
- Ashland saved over \$139,000 in disposal costs in their first year of PAYT

Information available at: <http://www.mass.gov/dep/recycle/reduce/ashlandpayt.pdf>



AFSCME is American Federation of State, County, and Municipal Employees union representation. Local 699 AFSCME represents City employees in Public Services, Police Department, Parks, Recreation & Cultural Arts Department, PACE Department, and the Library.

Apartment is a building constructed for the purpose of rentals and containing more than two units, or a single-family house that has been divided into more than two units for rentals.

Apartment complex is two or more structures built as multiple-family dwellings, containing three or more units per building, located next to one another, and coming under common ownership.

Bulk Waste is classified as furniture, items of waste generated by cleaning out a house (other than food waste), garage, basement, interior and exterior remodeling debris, and yard rehab debris.

Brush is classified as both trees and bushes that have been cut or trimmed by the resident or owner of the residential property. Garden trimmings (flower/plant/fruit and vegetable trimmings) are also accepted.

Drop Off Facility The City operates a drop off facility for City of Bloomington residents to bring their Brush, Bulk Waste, Leaves, Grass and Thatch Clippings, Appliances and empty propane tanks (valves must be removed) for disposal. Residents are responsible for the unloading of their own materials into the appropriate locations as directed by the City employee on-site. This facility is located at 402 S. East St. (corner of East and Jackson).

Funding Gap is the difference between expenses and the revenue received through the Solid Waste Program, such as the monthly trash fee, the sale of recyclables, and additional bulk waste collections. The City of Bloomington compensates the Solid Waste Fund with a subsidy from the General Fund to account for its funding gap.

Household garbage is normal household trash placed in garbage receptacles for curbside collection. Household garbage is used interchangeably with household refuse in this report.

Household refuse is normal household trash placed in garbage receptacles for curbside collection. Household refuse is used interchangeably with household garbage in this report.

Large item pickup is part of the bulk waste collection service and is used to describe the collection of large household items such as furniture, items of waste generated by cleaning out a house (other than food waste), garage, basement, interior and exterior remodeling debris. Large items collection does not describe the collection of yard waste which is also part of the Bulk Waste collection service.

Operator is a responsible for skilled work in the operation of both light and heavy public works equipment. Assignments include general maintenance work requiring utilization of heavy equipment, the general servicing and reporting of operating defects observed on equipment assigned. Performs as lead man if assigned. Work is performed independently or with a crew under general supervision, and is reviewed through inspections of completed work to verify the finishing of assignments according to established maintenance standards and instructions.

Packed Bulk is refuse items collected curbside that have been loaded into a truck with packing capabilities to reduce the volume of materials for transportation.