



1

DEPARTMENT OF  
PUBLIC WORKS  
  
OFFICE OF THE DIRECTOR

CITY OF SACRAMENTO  
CALIFORNIA

CITY HALL  
ROOM 207  
915 I STREET  
SACRAMENTO, CA  
95814-2673

916-449-5283

March 15, 1988

Budget & Finance Committee  
Transportation & Community Development Committee  
Sacramento, California

MELVIN H. JOHNSON  
DIRECTOR  
LESLIE M. FRINK  
DEPUTY DIRECTOR  
REGINALD YOUNG  
DEPUTY DIRECTOR

Honorable Members in Session:

SUBJECT: Report Back on Solid Waste Program Review

SUMMARY

As requested, City staff has examined the various aspects of the Solid Waste program in order to determine the best approach to use in order to conduct a program review. Based upon this examination, it is recommended that the Solid Waste program review consist of individual studies. Studies which will be conducted by City staff include the fee structure, disabled exemption criteria, residential collection productivity, and garden refuse collection. The studies to be performed by outside consultants include commercial collection, disposal considerations, and recycling/resource recovery.

BACKGROUND

At the February 23, 1988 joint Budget and Finance/Transportation and Community Development Committees meeting, staff was directed to conduct a program review of the current solid waste services including residential and commercial rates, quality of service, recycling activities, and lawn and garden services and to report back to the Committees with a description and schedule of the review.

Because of the complex aspects of the solid waste program, staff has determined it would be best to separate the review into several categories and investigate each individually. The categories to be reviewed/studied include: a balanced fee structure, a re-review of the disabled exemption criteria, the garden refuse program, commercial collection, disposal considerations, and recycling activities.

Fee Structure

A balanced fee structure for the various services will be addressed by staff during the budget process and will be included in the Solid Waste Rate Report to the Budget and Finance Committee in May, 1988. The rate report will identify the costs to

provide each service and will recommend rate increases in each rate category in order to continue our effort to equitably spread the costs of the various services. The rate report may also include the identification of two new fees: (1) community sanitation and (2) lawn and garden refuse collection.

A community sanitation fee could include the costs of what has previously been identified as the specialized programs (Code Enforcement/Nuisance Abatement, Neighborhood Cleanup, Household Hazardous Waste Pickup, Street Sweeping, and Special Community Cleanups) and would show up as a separate fee on a customer's utility services bill. The cost for providing these specialized programs would then be deleted from the customer's garbage fee.

A lawn and garden fee could include the costs to provide lawn and garden refuse collection and disposal including the subsidy now incorporated within the garbage fee. This fee would also appear as a separate fee on the customer's utility services bill.

The creation of these two new fees would more clearly identify for the customer the actual costs to provide the various services related to garbage collection and disposal, specialized programs, and lawn and garden collection and disposal.

#### Disabled Exemption

Staff intends to address the impact of the disabled exemption criteria on garbage rates and productivity during the 1988-1989 budget hearings. It is anticipated that a report on the criteria will be submitted to the Budget and Finance Committee during its review of the Solid Waste operating budget in May, 1988.

#### Garden Refuse

An in-house staff report regarding the lawn and garden refuse collection and disposal program will be prepared for consideration by the joint Budget and Finance/Transportation and Community Development Committees. It is envisioned that the report will point out that as the City approaches the full implementation of the 90-gallon program, there is a need to address the continuation of the garden refuse program. There are efficiency and productivity aspects of the garden refuse program which need to be investigated to determine if the program should continue in its present form (using the "claw"), should revert back to the old system (three employees and hand sweeping), should be containerized (an issue which would have to be put to a ballot vote), or should be discontinued except perhaps for "leaf season".

It is anticipated that an initial report on this subject by staff will be presented to the joint Committees during the budget hearings in May, 1988.

### Commercial Collection

Staff recommends that an outside consultant be hired to study the collection and disposal of commercial waste including our methods of service delivery, the quality of service, and rates. The consultant will be directed to involve a cross section of customers and City employees in the commercial service study.

Staff has begun to develop a Request for Proposal (RFP) for consultant services to perform a study of City commercial refuse collection service delivery and its costs. It is anticipated that the RFP can be released by mid-May, 1988, with a final filing date of mid-June, 1988. Consultant selection should be completed by early July, 1988. Assuming the study could be completed within three months, it could then be presented to the joint Committees for consideration sometime during October or November, 1988.

### Disposal

The study to be performed by the outside consulting firm of Black and Veatch will review the disposal options available to the City. Based upon the information gathered in their review of the options, a recommendation will be made regarding either the direct-haul method or the transfer station possibility. It is anticipated that this study could be completed by mid-September, 1988, if the scope of consultant services is approved by the City Council at their April 5, 1988 meeting.

### Recycling

The current recycling pilot program being conducted by the Sacramento Local Conservation Corps (SLCC) will provide the City with data which will reveal the percent of citizen participation, the tonnage of materials collected, and the tonnage recycled (i.e., reduction of the waste stream). Revenue and expenditure data will also be collected in order to determine the success and possible expansion of the program.

The pilot program data will be provided by September 30, 1988, and soon after that staff will present a report regarding the results of the program to the joint Committees with a recommendation on whether or not to proceed with that kind of program.

In addition, during the budget process for 1988-1989, the Solid Waste Division will be requesting the addition of a new position of Recycling Coordinator. It is anticipated that this position will be responsible for developing and promoting recycling programs and waste reduction through community outreach and other sources.

Also in the proposed operating budget will be a request to allocate \$20,000 to study resource recovery at the disposal site in order to determine the possible reduction of the waste stream in preparation for either the direct haul of garbage or the transfer of garbage for disposal at the County landfill.

#### Residential Collection

Although no specific study for residential collection has been identified at this time because of our current transition to the 90-gallon program, staff will be conducting a productivity survey of other jurisdictions with a 90-gallon program in place. The survey is intended to provide information regarding the number of accounts collected per day by truck.

The information collected will be compared to the City's data and will be reported to the joint Committees sometime in June, 1988.

It can be anticipated that the City's 90-gallon program may not be as efficient as some others because of our Lawn and Garden Program and our disabled exemption criteria.

#### FINANCIAL

There will be no requirement for an additional outlay of funds for all of the reviews to be conducted by City staff.

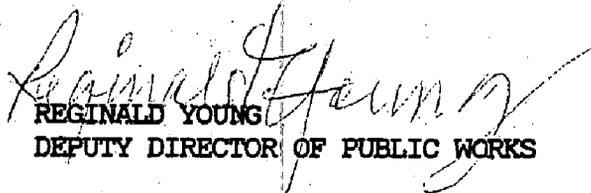
An amount of \$20,000 for the SLCC recycling pilot program has already been appropriated from the Solid Waste operating budget. It is anticipated that the Black and Veatch consultant services agreement will cost \$100,000 for the first phase. Solid Waste Funds will be appropriated from the previously approved Transfer Station Construction Capital Improvement Program (YA11).

The study of resource recovery at the disposal site is proposed for inclusion in the Solid Waste 1988-1989 operating budget and should not exceed \$20,000. The cost of an outside consultant to study the collection and disposal of commercial waste service delivery, quality, and rates should be no more than \$20,000 to \$30,000. This study will be paid for by available monies in the current Solid Waste operating budget.

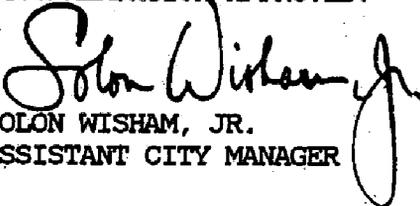
RECOMMENDATION

It is recommended that the joint Budget and Finance/Transportation and Community Development Committees approve the approach being used by staff to study solid waste services including fee structure, disabled exemptions, recycling garden refuse, commercial waste collection, and disposal.

Respectfully submitted,

  
REGINALD YOUNG  
DEPUTY DIRECTOR OF PUBLIC WORKS

RECOMMENDATION APPROVED:

  
SOLON WISHAM, JR.  
ASSISTANT CITY MANAGER

APPROVED:

  
MELVIN H. JOHNSON  
DIRECTOR OF PUBLIC WORKS

March 15, 1988  
All Districts

SD:rh  
TCD1-2