

December 29, 2005



Mr. Eric Hamby
County Recycling Coordinator and Solid Waste Manager
Susquehanna County Solid Waste and Recycling
P.O. Box 218
Montrose, Pennsylvania 18801

Subject: Promoting Commercial and Institutional Recycling in Susquehanna County

Dear Mr. Hamby:

Susquehanna County has requested assistance in encouraging businesses and institutions in the County to increase recycling. This letter report serves to provide the County with R.W. Beck's recommendations for the implementation and education efforts necessary to support a voluntary commercial recycling program. . This effort was undertaken as part of the Recycling Technical Assistance program sponsored by the Pennsylvania Department of Environmental Protection (DEP) and the Solid Waste Association of North America (SWANA). The report is divided into the following sections, which follow the tasks in the scope of work:

- Description of County's existing commercial solid waste/recycling infrastructure;
- Identification of major businesses and types of businesses in the County;
- Development of Commercial Recycling "Toolbox;" including:
 - Commercial recycling survey; (Attachment A);
 - Commercial waste audit/recycling implementation guide (Attachment B);
 - Commercial recycling tri-fold brochure (Attachment C); and
 - Commercial/institutional recycling fact sheets (10), (Attachment D); and
- Strategies and recommendations for promoting commercial recycling.

In addition, R.W. Beck staff conducted on-site training for Susquehanna County in conducting commercial waste audits.

Description of Susquehanna County's Existing Commercial Solid Waste and Recycling Infrastructure

Private Haulers

The forty-one (41) municipalities within Susquehanna County do not meet the requirements set out in the Municipal Waste Planning, Recycling and Waste Reduction Act of 1988 (Act 101). Therefore, the County and its municipalities are not required to include mandatory recycling for all commercial and institutional establishments. Businesses and institutions hire their own haulers for the collection of trash and recyclables. Typically haulers charge a per-pull fee each

time they empty a dumpster or remove a compactor, as well as a per-ton fee for the disposal of the refuse being collected. Generally haulers have different routes for businesses than they do for residential customers, as collection equipment is geared for dumpsters and/or compactors. Some haulers serve residential and commercial customers, whereas others focus on one type of customer, such as business, residential, or in some cases strictly roll-off containers, which are commonly used for construction and demolition projects. In Susquehanna County some haulers are known to be offering recycling services, however not all haulers do, most likely, as it is not mandatory. The County does not know the extent to which commercial/institutional entities are participating in any offered programs. While commercial recycling may be offered to businesses through private haulers, who are licensed by the County to provide solid waste collection services, The County is unclear as to how many businesses actually participate in a recycling program. Hauler licensing requirements in the County stipulate that haulers who collect MSW must also provide recycling collection services upon request (generally haulers charge additional fees to do so). In addition, recycling collection can not be more costly than MSW collection. Since the County does not require the licensed haulers to provide a list of businesses they service or tonnage reports on solid waste collected from those businesses, it is not currently possible to determine actual commercial sector recycling participation. Although open burning of MSW is not legal for commercial establishments in Pennsylvania, it is believed that some businesses still opt to burn a portion of their waste, rather than pay for it to be disposed or recycled, or deliver the recyclable portion to the County recycling center.

Drop-Off Recycling

Although the County does not have a mandatory recycling program, it does provide an outlet for those businesses wishing to recycle through the Susquehanna County Recycling Center – a County-wide drop-off center open to businesses and residents of the County. The following materials are accepted at the drop-off center:

- Glass containers (clear, brown and green);
- Cardboard;
- Mixed paper,
- Metal food cans;
- Aluminum cans,
- PET (#1) plastic bottles; and
- HDPE (#2) plastic bottles.

The recycling center is available for drop-off 24 hours per day, seven days each week. The recycling center office is open Monday through Friday from 8:00 am to 4:30 pm. The County provides businesses using the recycling drop-off with free recycling bins in which to collect and transport its recyclables to the center. During the work day the County asks commercial entities to have their incoming materials weighed, so that they can track the quantity of materials being

recovered. Some businesses may drop off materials after closing, however, and these materials are not weighed.

While some small businesses located in close proximity to the drop-off site may go out of their way to deliver their recyclables to a drop-off center, large businesses and commercial entities are much less likely to do so, as they likely generate more recyclables than practical to deliver. Furthermore, Susquehanna County is over 800 square miles in size, and most entities would not drive nearly that distance to deliver their recyclables.

County Cardboard Collection Program

The County also offers the commercial sector in the Montrose region a cardboard collection program, where businesses may receive curbside collection of cardboard only. County crews collect stacked (not containerized) cardboard on an agreed-upon schedule for a small fee from private entities, and for no fee from state, County, and non-profit entities. Currently the County serves seven private customers in addition to the non-profit/governmental entities. The County does not wish to promote this program aggressively, as it wishes to keep it manageable with existing resources.

School Collection Program

The County also provides a recycling program for County schools. The County provides compartmentalized roll-off containers (free of charge) where mixed paper, cardboard and commingled containers can be deposited. The schools are responsible for having a private hauler pull the container to the County Recycling Center when the container is full. These roll-offs are collected on average twice per year, with a yield of 5,000 to 6,000 pounds per pull. County staff indicates that schools could likely recover more materials, especially containers, and increase the amount of paper and cardboard recovered. Some schools have indicated that their staff do not want to be bothered handling cardboard, and therefore do not recover that material.

Current Education and Promotion of Commercial Recycling

To date, commercial and institutional establishments have received little information from the County about the benefits of implementing a business recycling program. Many businesses may not know that recycling options are available. The County has found it problematic to notify all of the businesses and institutions about waste reduction and recycling opportunities. Considerable opportunities likely exist, therefore, to enhance involvement in recycling in the commercial/institutional sector.

Potential Diversion

The County estimates that 15 percent of the total amount of disposed solid waste generated annually in the County is from businesses and industries. This accounts for approximately 2,853 tons of commercial waste disposed per year. Based on the Statewide Waste Composition Study

by R.W. Beck, it is estimated that at least 1,050 tons (37 percent of the disposed waste stream) of readily recyclable materials could be recovered from the disposed waste stream from commercial and institutional entities in Susquehanna County. Table 1 shows the results of this analysis.

Table 1
Estimated Recyclables Disposed per Year
from Businesses and Institutions in Susquehanna County

Material	% of Disposed MSW ¹	Tons Currently Disposed
Corrugated Paper	11.8%	336.7
Newspaper	2.2%	62.8
Magazines	1.1%	31.4
Office Paper	2.1%	59.9
Mixed Paper	2.5%	71.3
Plastic (PET and HDPE only)	1.3%	37.1
Steel Cans	1.6%	45.6
Aluminum Cans	0.4%	11.4
Other Steel	3.7%	105.6
Unpainted Wood	10.3%	293.9
Total	37.0%	1,055.6

¹ Pennsylvania Statewide Waste Composition Study, April 2003, Northeast Region MSW Composition, Table 8, "Rural" results.

As Table 1 shows, it is estimated that the portion of recyclables currently being disposed in the County by businesses and institutions is in the 1,050 ton-per-year range, including unpainted wood. When unpainted wood is excluded (leaving recyclables that are commonly processed at material recovery facilities, there are still an estimated 762 tons of "typical" recyclables that can be removed from the waste stream, representing 27 percent of the disposed waste generated by commercial and institutional generators..

Commercial and Institutional Establishments

According to the County web site, the following businesses are the top ten employers in the County:

- Barnes Kasson Hospital;

- Montrose Area School District;
- PA State Government;
- Elk Lake School District;
- Mountain View School District;
- Susquehanna County Government;
- U.S. Assemblies (electronics manufacturer);
- Hallstead Blue Ridge School District;
- Susquehanna Community School District; and
- Donald Dean & Sons (cabinet maker).

R.W. Beck also analyzed U.S. Census data which tracks number of businesses by type. This information was analyzed at the County level, by number of establishments, as well as by number of employees. This data, combined with the list of top employers, should help guide the County in terms of concentrating their efforts for recycling education and outreach. Table 2 provides the summary of these results by number of establishments.

Table 2
Top Ten Business Categories in Susquehanna County
By Number of Establishments

NAICS Code	Industry Code Description	Total Number of Establishments
44	Retail Trade	161
81	Other Services	115
23	Construction	95
72	Accommodation and Food Svcs.	77
62	Health Care and Social Assistance	61
31	Manufacturing	58
54	Professional, Scientific, Technical Svc.	50
48	Transportation and Warehouse	39
21	Mining	33
42	Wholesale Trade	31

Data Source: U.S. Census Censtats 2003, <http://censtats.census.gov/cgi-bin/cbpnaic/cbpsect.pl>

The U.S. Census data by employment level in each NAICS category is shown in Table 3.

Table 3
Top Ten Business Categories in Susquehanna County
By Number of Establishments

NAICS Code	Industry Code Description	Total Number of Employees
44	Retail Trade	1,324
62	Health Care and Social Assistance	1,102
72	Accommodation and Food Svcs.	819
31	Manufacturing	726
42	Wholesale Trade	454
81	Other Services	391
23	Construction	274
52	Finance and Insurance	216
54	Professional, Scientific, Technical Svc.	215
51	Information	147

Data Source: U.S. Census Censtats 2003, <http://censtats.census.gov/cgi-bin/cbpnaic/cbpsect.pl>

It should be noted that in the U.S. Census data, several categories list “20-99” as the number of employees in the industry category, including education. It appears that this data may not be completely accurate, and therefore should be used in conjunction with data that the County has.

Examining all of the abode data indicates that the following industries (in no particular order) are likely good candidates for a targeted approach to education and outreach efforts:

- Retail establishments;
- Schools;
- Hospitals and health centers; and
- County and state offices.

More about how to target these sectors is described below.

Strategies for Enhancing Education and Outreach

R.W. Beck recommends that an education and outreach strategy to enhance participation in commercial recycling have several components. They include:

- General information about recycling and waste reduction programs and strategies suitable for all businesses, potentially including:

- Waste audits for interested businesses/institutions interested in developing a recycling program, as resources allow;
- Industry-specific information for targeted industry or institutional sectors, such as those identified above.

These education/outreach components are discussed more specifically below.

Approaches for All Businesses and Institutions

It is important for the County to have some basic information available for all businesses and institutions. Information that is important to convey to all businesses and entities includes:

Basic programmatic information, such as:

- What can be recycled;
 - Types of recycling programs available;
 - Who to contact to set up a program;
 - Environmental and potential economic benefits to recycling;
 - Waste minimization strategies; and
 - Who to contact if more questions exist, or assistance is needed.
- Specific types of outreach activities that are often used with success to promote recycling and waste minimization are described below.

Brochures — The County should use a basic recycling brochure or similar publication that explains how the program works, including when and where, materials collected, preparation of materials, and why the program is important. The distribution is probably best accomplished by mail. However, it may also be possible to work with a local business association or Chamber of Commerce to distribute the materials as an insert or to print the information prominently in the publications. Mailing the brochures would ensure that they are received, though there is still no guarantee that they will be kept. As part of this project, R.W. Beck developed a tri-fold brochure about commercial recycling options in Susquehanna County, and their benefits. This brochure could be mailed to all businesses in the County, and also be made available on the County's web site. This brochure is provided in Attachment C.

Reminders — Sometimes businesses forget or do not completely understand which materials are acceptable or how to prepare materials. Many businesses are faced with high turnover rates, as well. Friendly reminders may help keep businesses mindful of waste minimization and recycling opportunities that exist in the County. The County could consider making available promotional items made from recycled materials — preferably something that would be used by business employees so it remains in view as a reminder—to serve as a constant reminder about the County's commercial recycling program. The County could provide these items to all businesses that request assistance in conducting a waste audit, or who request bins if they are

bringing materials to the County Recycling Center. Promotional items could include a range of products, from inexpensive pens, pencils, rulers, and refrigerator magnets to note pads or even tote bags.

Susquehanna County Recycling Website — The County should include a commercial/-institutional recycling information link to a recycling page on its website. Interested businesses could go to the site to find information about recycling options, special collection efforts, and related information. The County could even offer an option for businesses to sign up for a list serve that provides information about upcoming recycling events sponsored by the County, or the state. This would provide a very inexpensive means of educating and informing the businesses in the County about the recycling program. This information should be made available on both the County and the Authority web sites.

Fact Sheets – R. W. Beck has developed a set of 10 Fact Sheets (provided in Attachment D), which are designed to assist businesses and institutions implement a recycling program, and understanding the benefits of such a program. The general Fact Sheets that are suitable for all businesses and institutions include:

- Fact Sheet #1– Helping to Solve Solid Waste Problems in Your Business or Institution (one page);
- Fact Sheet #2 – Opportunities for Recycling at Work (two pages);
- Fact Sheet #3 – Developing a Recycling Program at Work; and (four pages); and
- Fact Sheet #4 – Conducting a Waste Assessment (two pages).

Spotlights on the Program — The County could also engage in other activities that are fun, inexpensive, and bring attention to the commercial recycling program. Some potential activities for consideration might include:

- Creating a recognizable slogan, logo or mascot associated specifically with the commercial recycling program. Having one or more of these things that identify the program would help to increase program visibility.
- Instituting an incentive program, such as a “Recycling Business of the Month” program, with selected businesses featured in a local paper or similar publication, perhaps a County newsletter, or on the County’s website. Specific criteria would need to be developed to determine which businesses might be selected for this recognition, and businesses could be nominated from within the community (self or by other businesses) or selected through a procedure established by the County. Criteria should include measures that indicate that a given business is doing more than just collecting recyclables, and could potentially include: composting; buying recycled; recycling or reuse of materials other than those accepted through the County program; use of less hazardous products; and creative uses of materials or activity in the community. Awards could be solicited through the Chamber of Commerce or other business association. This strategy may be especially helpful in Susquehanna County, where recycling is voluntary, not mandatory.

- “Piggy-backing” national seasonal events such as Clean Your Files Day (sponsored by the U.S. Conference of Mayors annually in Spring) or America Recycles Day (held annually in November). These national events are an easy way to get businesses involved in recycling, and provide the County with an additional opportunity to recognize outstanding business participation in the recycling program. For example, the County could sponsor a contest between businesses on Clean Your Files Day. The top three business that recycle the most office paper (either by weight or by volume) would be recognized at a Chamber of Commerce meeting, or the County could host a special award ceremony in conjunction with another business association activity. These businesses could be recognized in local newspapers and other publications.
- Developing and using a display during community events, and rotated among businesses. This display could be used as part of any presentations made by County officials or a recycling committee.

Waste Audits/Technical Assistance – The County is interested in conducting waste audits in order to help businesses and institutions recognize opportunities for decreasing waste generation and increasing recycling opportunities. The County might consider partnering with other organizations to train others interested in environmental issues to also conduct waste audits. To assist in this effort, R.W. Beck has developed the following:

- Fact Sheet #4 – Conducting a Waste Assessment (found in Attachment D); and
- Business Waste Reduction Audit Guide (Attachment B).

Also as part of technical assistance, it can be helpful to understand barriers to recycling that businesses and institutions face. Often these barriers are simply misperception, and can be alleviated through education. Other barriers may be overcome with some thought and effort. The recycling community is generally very willing to share solutions to barriers, and there are several lists that serve this need. In addition, R.W. Beck developed a survey that the County can administer to businesses in order to understand their level of recycling activity, and barriers. This is found in Attachment A.

Identify Existing Programs, and Implement/Promote in Susquehanna County — In some cases an infrastructure has been developed for handling certain types of recyclable materials, such as through producer take back programs. One example of such a program is the RBRC (Rechargeable Battery Recycling Corporation) program (See www.rbrc.org). The RBRC is a non-profit organization developed to help consumers recycle rechargeable batteries. RBRC recycles the following battery chemistries: Nickel Cadmium (Ni-Cd), Nickel Metal Hydride (Ni-MH), Lithium Ion (Li-ion) and Small Sealed Lead (Pb). The Susquehanna County Recycling Center participates in this program, however has done little to advertise its existence. Similar programs often exist at retail outlets. Some office stores, for example, accept ink or toner cartridges, and in some cases even provide an incentive to do so (one retailer provides a free ream of recycled paper, for example, in exchange for empty ink cartridges). The County should identify and promote these types of programs.

Develop a Waste Exchange – Businesses and industry often dispose of “special materials” that are not commonly collected as part of the County’s recycling program. For example, latex paint, building materials, wood pallets, and less popular grades of plastic. These materials often make up a large component of business and industry waste. Some communities sponsor a waste exchange, whereby businesses or institutions can “post” on a web site what materials they have available for reuse. Schools and non-profit entities can often use these materials for craft projects or to refurbish their facilities (such as in the case of paint and building materials). Usually these items are donated, however such an exchange need not be limited to “free” items.

Start at Home – The County should consider starting a waste minimization/recycling program with a focus on County offices. The County should be able to garner cooperation in terms of “before and after” data and can serve as a model program. The County’s experiences, including barriers and strategies to overcome barriers, should be written up as a case study, and publicized in press releases. It is important to stress the financial, as well as environmental impacts of the program.

Developing a Commercial/Institutional Sector Recycling Task Force – In a County like Susquehanna, where lack of a recycling mandate, forty-one municipalities of different sizes and populations, and staff limitations that restrict the availability of personnel to work one-on-one with businesses to conduct waste audits or time that existing personnel can dedicate to getting business recycling programs started, it may be useful to form a recycling task force or advisory committee to assist with educating entities about the benefits of recycling, and conducting waste audits. A recycling task force or advisory committee, consisting of personnel who have a stake in recycling in the community may provide the best option to assist the County in implementing a commercial recycling program. This group should contain a cross-section of people representing a wide range of interests in order to address recycling issues in a manner that considers and meets the needs of all businesses involved. Representatives should have an interest in recycling, and should be, to the extent possible, known and respected in the business community. The following is a list of the organizations that should be considered for representation on a task force or advisory committee:

- Susquehanna County administration;
- Waste/recycling hauler;
- Recyclables processor;
- End user of recycled materials;
- Business organizations such as:
 - Chamber of Commerce; and
 - Business associations.
- Environmental organizations;

- School district (potentially in conjunction with PTA's and in-school environmental organizations);
- Media;
- Major businesses that recycle or are able to contribute time/funds to program;
- Property management companies (that manage complexes with multiple businesses);
- Banks;
- Hospitals;
- Respected professionals such as lawyers, doctors, etc.; and
- Citizens/volunteers.

There may be other organizations or individuals that the County is able to identify who could make valuable contributions to this type of effort as well. Having representation from all sectors can help in: (1) identifying the issues that need to be addressed; (2) identifying businesses and institutions that should be recycling or may require assistance; (3) identifying types of materials generated and projecting the tons/volume of materials that might be expected; (4) developing and disseminating public education; and (5) monitoring program performance.

As strides are made in waste reduction/recycling, representatives from businesses that are doing well could be paired with similar businesses in a sort of "peer match" approach to help those that are struggling. This kind of group may also want to consider cooperative efforts among businesses that would improve collection efficiency and achieve cost savings for businesses that participate.

Finally, a task force or advisory committee spreads the workload over a larger group, and a group where members are affected directly by the decisions of the group. This approach should help to reduce burnout and boost commitment.

Approaches for Specific Sectors

Often there are efficiencies to be gained by focusing on specific sectors of commercial or institutional waste generators. This allows for more focused discussion, and often the County can take advantage of a meeting (such as a trade association meeting or county office meeting) in order to reach a "captured audience." This approach allows the discussion to identify barriers and solutions that may be specific to a particular sector. Some approaches for sector-specific guidance include:

Fact Sheets – R. W. Beck has developed the following Fact Sheets (provided in Attachment D), which are designed to assist specific sectors with implementing a recycling program, and understanding the benefits of such a program. These Fact Sheets include:

- Fact Sheet #5 – Recycling in Offices;
- Fact Sheet #6 – Recycling in Restaurants and Taverns;

- Fact Sheet #7 – Recycling in Warehouse and Manufacturing Operations;
- Fact Sheet #8 – Recycling in Retail Operations;
- Fact Sheet #9 – Recycling in Hospitals;
- Fact Sheet #10 – Recycling in Schools;

Work with Sector-Specific Associations – It may benefit the County to identify local or regional trade associations to help promote the benefits of recycling. In some cases, such as the hotel industry, a well-established organization already exists to help with waste reduction and recycling information and tips. (See, for example, www.greenhotels.com). Other sectors may not have an established waste reduction/recycling program, but may provide networking opportunities through scheduled conferences and/or meetings, and may be willing to work jointly to reach members.

Develop and Share Case Studies – It is important for businesses and institutions to understand that recycling and waste reduction can be successful, and can have a positive economic benefit to the company. The County should work with businesses that have successfully implemented such strategies, and describe the positive impacts on the business or entity in, as much as possible, measurable terms. Examples within the same sector will be more “real” to commercial and institutional entities. They will be more likely to relate to their specific programs, learn how barriers to the particular sector’s recycling efforts were overcome, and see the successes as attainable.

Strategies Especially Suited for Small Businesses

Often larger businesses have ample space for recycling containers, and realize direct cost savings by setting up recycling programs, as they can reduce the number of refuse “pulls” per week and/or the size of their containers, thus saving money. Sometimes smaller businesses do not see as large of a cost savings, or claim that limited space makes recycling too challenging. The following strategies address some of these potential barriers:

Cooperative Efforts — Several businesses located within a given area could act cooperatively to bid for recycling collection and processing services. This would require some coordination concerning internal efforts and materials to be recycled. In this scenario, several businesses could deposit their recyclables into a common container or containers for collection, and the cost of service would be prorated among the participants.

Non-Profit Services — In some areas, non-profit agencies like Goodwill Industries have developed collection programs for recyclables. Because their costs are much lower, the cost to customers is usually much lower. Such organizations are also broadening the range of materials they are involved in recycling, to include materials such as ink and toner cartridges.

Joint Bidding by an Umbrella Organization — Some businesses and professional groups, such as chambers of commerce or downtown districts, have acted on behalf of members to bid for services, often at a reduced price for the group. This often results in the added benefit that

service can be provided to businesses in the district on the same day(s), thus minimizing traffic disturbances and maximizing the amount of time that waste is cleared from the curb. Also, downtown districts can often negotiate haulers to serve establishments at a particular time of day that is less likely to disrupt business.

Drop-Off Recycling — Susquehanna County provides for the drop-off of recyclables from businesses. While this requires some initiative by the business to deliver materials to the drop-off site, it can provide a nearly no cost option for recycling. This type of program does not result in additional incremental costs to the County, however is likely to be used only by businesses in close proximity to the Recycling Center. By publicizing the existence of the Recycling Center to establishments in close proximity, the County can likely boost recycling among some nearby institutions and businesses for a relatively low cost.

Tracking Progress

To determine if a commercial recycling program is effective in Susquehanna County, the County may want to request basic recycling tonnage information from businesses that are currently recycling. The County can use the survey in Attachment 1 and request that businesses currently recycling provide their recycling tonnage information. As an ongoing part of promoting the commercial recycling program, the County can request that participating businesses report their recycling tonnage annually to the County (although not mandatory). The County can use this tonnage information to gauge the success of the recycling program.

CONCLUSIONS

- Susquehanna County currently does not have strong business participation in a commercial recycling program.
- The County does not know how many businesses, if any, currently participate in a recycling program.
- It appears there have been no comprehensive education efforts to assist the commercial and institutional sectors in either implementing or improving their recycling programs.
- Recycling is not mandatory for businesses and institutions in Susquehanna County, so the County needs to provide incentive for businesses to voluntarily participate in the program.

RECOMMENDATIONS

- The County should notify businesses and industries of the commercial recycling options available in the County.
- The County should use the survey provided in Attachment A to collect information from commercial and institutional facilities as a means of determining the status of recycling among commercial and institutional entities in the County.

- The County should use the list of commercial establishments and institutions provided by the Northern Tier Regional Planning and Development Commission to target certain businesses and industries.
- The County should implement a comprehensive education program for commercial establishments and institutions, beginning with the use of materials provided in the Attachments. Ideally, the County should promote and support a commercial recycling program by offering to assist interested businesses and industries in conducting waste audits.
- To further support commercial recycling efforts, the County should provide ongoing program education to the businesses by mailing brochures, fact sheets, etc. on a regular basis.
- The County should consider establishing a Recycling Task Force, perhaps with the aid of the County's Chamber of Commerce, in order to obtain support, interest, and assistance.
- The County should also consider partnering with local environmental groups to promote recycling and waste minimization.
- The County should consider strengthening recycling and waste minimization efforts within County offices, being sure to measure success to the extent possible, and tout the County's successes. The County will be more credible to businesses and institutions if they have undertaken similar efforts in their own offices.
- The County should identify programs in place for the recycling of non-traditional materials through participation in special collection programs (such as producer take back programs or retail-sponsored programs).
- The County could request that businesses participating in the commercial recycling program voluntarily provide recycling tonnage information, so the County can collect annual recycling data and to obtain more complete information from commercial establishments in the County. A competition to "recycle the most tons per employee" or a simple raffle among all participating establishments could provide an incentive for the sharing of information.
- The Borough should implement special seasonal recycling events, such as Clean Your Files Day and America Recycles Day, which are geared toward commercial/institutional recycling.
- The County should consider establishing a Task Force or Advisory Committee consisting of key persons from all sectors of the County to assist the County in expanding and improving its commercial recycling program.

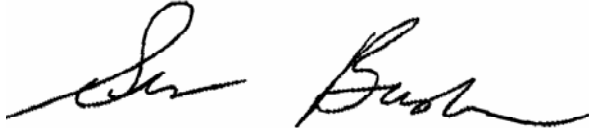
Businesses and industries in Susquehanna County are not mandated to recycle. Yet recycling opportunities do exist for the commercial sector in the County. With recycling options in place, and with the amount of commercial waste the County stands to divert from the waste stream by encouraging businesses and industries to recycle, the County could benefit from an improved commercial recycling program. For those reasons, the County should strongly consider implementing the recommendations listed above.

Mr. Eric Hamby
Susquehanna County
December 29, 2005
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Please contact me if you have any questions regarding this report. I can be reached at (401) 782-6710.

Sincerely,

R.W. BECK, INC.

A handwritten signature in black ink, appearing to read "Susan Bush". The signature is written in a cursive style with a large initial "S" and a long, sweeping underline.

Susan Bush
Project Manager

SB:ls