

Recycling Technical Assistance

Project # 582

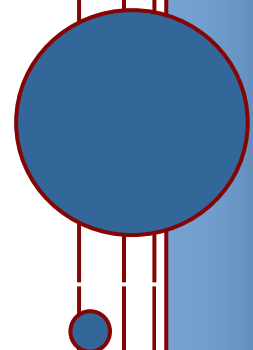
Crawford County Solid Waste Authority,  
Crawford County, PA

*FIVE YEAR STRATEGIC  
TRANSITION PLAN FOR  
PROGRAMS AND SERVICES*

*Meeting the New Goals and Objectives established by  
the Crawford County Municipal Solid Waste  
Management Plan*

*May 2016*

Sponsored by the Pennsylvania Department of Environmental Protection  
through the  
Pennsylvania State Association of Township Supervisors



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## INTRODUCTION

For almost 50 years, Crawford County has taken an active role in promoting pollution prevention and environmental protection. Overall, by endorsing proper waste management practices, Crawford County has improved the public health, safety and overall quality of life of its citizens. Throughout the years the County actively supported the efforts of residents in diverting municipal solid waste from disposal by funding the countywide recycling collection program. Educational outreach programs to residents, in local schools, civic organizations, and businesses increased environmental awareness. Special collection events for hazardous materials found in households reduces the toxicity of the waste stream.

These achievements would not be possible without the efforts of the Crawford County Solid Waste Authority (Authority). As successful as these environmental initiatives have been, in some respect they have enabled many in Crawford County to ignore their individual obligations. By continuing to serve this fraction of the community the County's limited resources may be misdirected. The effort and resources necessary to support one of the programs, the countywide recycling drop-off collection system, may hamper the Authority's ability to address other critical issues.

A new generation of Crawford County residents and businesses owners have progressive views and expectations for the quality of life in the community. The once effective messages and mechanisms seem stale to an eco friendly crowd. By stimulating commercialization of new technologies, beneficial reuse and refurbishment the County could help to reduce population decreases through domestic mobility. To move the needle on the approval rating chart, and reinvigorate interest in local programs, it may be time to reallocate resources and energies of the County and the Authority,

This report outlines a five-year strategy to end the Authority's responsibilities for operating a drop-off recycling program on behalf of the County. The report describes the Authority's anticipated transition to developing and implementing a broader and more comprehensive scope of waste management and recycling programs, which includes feasibility studies for new initiatives, outreach, education, and technical assistance to the municipalities, and collaboration with business and industry.

Two scenarios are offered, including the budgetary impact of each. One is a progressive withdrawal and revamping of the Authority's purpose and mission. Another immediately dismantles the collection program and thrusts the Authority into rethinking its responsibilities to the community.

## THE CRAWFORD COUNTY SOLID WASTE AUTHORITY

The Authority was established in 1972. The Authority is run by a Board of Directors comprised of appointees representing different geographic and demographic sectors of the County. The ability to make difficult decisions and resolve issues without the burden of the electoral process is a benefit of the municipal authority structure.

## HISTORIC ROLES AND RESPONSIBILITIES

Created primarily to deal with solid waste management issues that were difficult for elected officials to manage, the Authority was delegated over time with a host of other responsibilities. Some of the more traditional duties continue to be the foundation of the Authority's function. A series of economic, regulatory and industry related events lead the Authority to abandon duties that did not complement its original purpose. Following is a description of the important roles the Authority fulfills for the County.

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## ADVISORS AND ADMINISTRATORS

One of the most important roles of the Authority is to serve as the filter of information for the Board of Commissioners. New opportunities and/or technologies could result in proposals for the development of facilities in Crawford County. The emergence of new entrepreneurial ventures often are politically charged. It is the Authority's responsibility to provide an unbiased assessment of how a project may affect the community, the environment, the economy and local market participants.

The Authority serves as the County's liaison with the Pennsylvania Department of Environmental Protection (DEP), Bureau of Waste Management. The Authority must stay informed on pending legislative initiatives and DEP policy changes that could impact the County, the municipalities and the Authority.

As part of its duties, the Authority has and continues to implement the Crawford County Municipal Solid Waste Management Plan. In this role, the Authority assumes the responsibility for tracking, monitoring, and reporting, on the solid waste and recycling activities within Crawford County. This includes gathering and compiling the data necessary for submission of the County's Annual Report. The Authority also manages the process of incorporating any additional disposal/processing facilities into the Plan.

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## PROGRAM DEVELOPMENT

Throughout the years the Crawford County Solid Waste Authority has conducted a number of studies and pilot programs to enable the County to make informed decisions on environmental issues. The Authority provided the support to launch the first commercial food waste composting units. It was a leader in exploring the potential for electronic waste recovery and recycling. The organization performed a countywide study on sewage and septage treatment. When the County and municipalities were approached with a new waste to energy concept, the Authority provided the expertise and research for the County. The Authority has conducted a number of special collection events, leading the way with pharmaceutical collections and household hazardous waste.

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## COLLECTIONS AND FACILITY OPERATORS

In 2002, the Crawford County Solid Waste Authority took a significant turn from their traditional role and assumed responsibility to secure funding to build and operate a new Materials Recovery Facility with enhanced sorting capabilities and the ability to handle a greater capacity of material.

The foundation for this countywide recycling collection and processing program was initiated by the volunteer firemen in West Mead Township. From its outset, the program was subsidized by West Mead Township and eventually from Crawford County and the Solid Waste Authority. To sustain the operation and provide grant funding for the expansion, the DEP suggested to the Crawford County Board of Commissioners that the program become a function of County government. Although the County reluctantly agreed to this arrangement, it was conditionally based on the Solid Waste Authority assuming responsibility for the operation. The idea was presented to the Authority and rejected in several meetings until the Board finally relented.

Not long after the new project was initiated, it ran into complications. The Authority began to realize that the business model for the operation was ill-conceived. Having borrowed money for part of the construction and realizing operational losses on a monthly basis, drastic measures were necessary to correct the problems. The Board of Directors of the Crawford County Solid Waste Authority accepted the responsibility to make these difficult decisions and move forward.

## ORGANIZATIONAL RESTRUCTURING

In 2007, the Authority divested itself of the operation and reconciled all financial obligations. The Authority downsized its operation, streamlined many functions and adopted new fiscal accounting practices. In addition, the Authority enhanced its internal and external communications policies to ensure transparency of operations.

Significant savings were realized by privatizing the countywide recycling drop-off collection program, and particularly, the processing of recyclables. With the ongoing support of the County the savings which resulted from the Authority's actions sustained the countywide recycling drop-off program.

## CURRENT OUTLOOK

Surviving this near financial catastrophe made the Crawford County Solid Waste Authority a healthier organization. It still faces substantial challenges, however. While the Authority preserved its leadership role for County level municipal solid waste management issues, in the exhaustive process it lost a clear focus on its true mission and capabilities.

The Crawford County Solid Waste Authority is currently at a crossroads. By retaining the inherited responsibility of operating the countywide collection program, the Authority has few resources to explore and develop the types of forward thinking programs and services that once positioned Crawford County as an environmental leader in the Commonwealth. Facing projected increased costs for the collection system in the next few years, it may be time to rethink the value of this program.

Public views of environmental issues and expectations for waste and recycling programs and services are changing. By collaborating with the Crawford County Board of Commissioners to reasonably sustain but realign funding priorities, the Authority has an opportunity to reinvigorate its efforts through a higher level of outreach and support for both public and private stakeholders.

## FUTURE VISION

For direction, one only has to look as far as the recently approved Crawford County Municipal Solid Waste Management Plan. Extensive public participation during the planning process offers great insight. A well balanced variety of municipal officials, waste and recycling industry representatives, civic organizations and local businesses all came to consensus on policies, programs and services to improve the waste management and recycling practices in Crawford County.

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## ESTABLISHED GOALS AND OBJECTIVES

The Crawford County Solid Waste Advisory Committee (SWAC) discussed a number of issues during the development of the Crawford County Municipal Solid Waste Management Plan. These ranged from ongoing deficiencies in municipal waste management and recycling to preparing for future needs and regulatory initiatives. The following excerpts from the Plan describe the SWAC's recommended focus priorities for near term improvements in the County.

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### UNIVERSAL PARTICIPATION IN COLLECTION SERVICES

The primary recommendation of the SWAC was the growth and implementation of mandatory participation by residents and businesses in municipal waste and recycling collection. A phased in approach is suggested. Intergovernmental cooperation is expected in order to attain this objective over the course of the Plan's implementation period. An improvement in general public health and safety resulting from the decrease in illegal dumping and littering is expected to occur.

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### MATERIALS MANAGEMENT

A greater focus on a materials management rather than on a waste management philosophy is expected as the result of the Plan. Developing options for the diversion of organics and construction and demolition materials will provide environmental benefits and business opportunities. The availability of disposal alternatives has the potential to provide long-term costs savings to residential and commercial municipal waste generators. In addition to the expected benefits of recycling and composting, the use of organics and wood type waste to develop alternative energy is an added consideration.

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### ENVIRONMENTAL ROLE MODELS

The Plan recommends significant improvements to school and public facility recycling. Federal, state and local government agencies should ensure that recycling is a standard operating procedure at every facility. Such practices are even more important in educational settings. The implementation of such programs reinforces expected community behaviors and instills lifelong environmental patterns for local youth. Elected officials and school administrators are expected to work with the Authority to achieve these goals.

## CONCLUSIONS

The SWAC's recommendations provide the path for a natural transition from the countywide drop-off collection system to one of greater convenience, efficiency, and individual

responsibility. In addition, the suggestions prompt further investigation into waste and recycling related services that could result in economic development and job creation. The timing to achieve these goals in conjunction with another transformation of the Crawford County Solid Waste Authority seems appropriate. This report offers an action plan to accomplish this.

## BUDGETARY CONCERNS

Nothing prompts the need for change faster than financial shortfalls. No other program operated by the Authority on behalf of the County has ever been as costly as the collection and processing of recyclables. It is also a difficult expense to contain because the source of the costs is the growing amount of recyclable material generated not only by Crawford County residents and businesses, but also from those who live and work in contiguous counties.

The Board of County Commissioners funded the Authority's operation of the collection program for over ten years. Previously, they also lent some support to the Authority's predecessor, West Mead Township. Recently, with other financial demands of County government and shrinking support from the Commonwealth, the County notified the Authority that it could not sustain the level of funding necessary to support the collection program if operated in its current set-up.

Table 1 projects the cost to sustain the current operation based on rate increases in the solicitation for bids. With a \$50,000 budgetary cut, the Authority was tasked with exploring methods to reduce costs. All other line items in the Authority's budget are static and reflect necessary professional and operational support services. Therefore, the only target for costs reduction appears to be the collection system itself.

## RECONFIGURING THE DROP-OFF COLLECTION SYSTEM

The process of reevaluating the collection system is not new to the Authority. They faced the difficulty of downsizing the system as they divested themselves from the previous recycling processing center. Lessons learned during that experience cast doubt that further reductions could be implemented without disruption and material overflows at the remaining sites. Past experience demonstrates that when sites are removed, the material simply flows to another location within reasonable distance and thus the cost of handling the material remains the same if not greater.

Table 2 shows the current configuration and costs for operating the drop-off sites. It also shows the targeted costs reduction necessary for the program to survive with the current level of funding proposed by the County. Table 2 shows suggested container relocation and retained sites.

Table 3 represents a significant reduction in service and removal of recycling opportunities in many geographic areas.

**TABLE 1. CRAWFORD COUNTY SOLID WASTE AUTHORITY 2016-2021 DRAFT BUDGET**

		Retain Drop-Off Program "As Is"					
	Requested 2016	2016	2017	2018	2019	2020	2021
<b>REVENUES</b>							
<b>CARRY OVER</b>			\$6,500	\$4,803	\$1,875	\$2,970	\$1,581
<b>COUNTY SUBSIDY</b>	\$200,000	\$200,000	\$225,000	\$250,000	\$260,000	\$270,000	\$280,000
<b>DEP PERFORMANCE GRANT</b>	\$28,000	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000
<b>COORDINATOR GRANT</b>	\$26,500	\$28,000	\$28,000	\$28,560	\$29,132	\$29,715	\$30,309
<b>PLANNING GRANT</b>						\$30,000	\$30,000
<b>TOTAL</b>	\$254,500	\$261,000	\$292,500	\$316,363	\$324,007	\$365,685	\$394,890
<b>EXPENSES</b>							
<b>COLLECTION EXPENSES</b>	\$149,000	149000	\$174,975	\$199,950	\$204,148	\$208,435	\$212,812
<b>WAGES (2 EMPLOYEES)</b>	\$53,000	\$53,000	\$54,060	\$55,141	\$56,243	\$57,367	\$58,514
<b>PAYROLL TAXES &amp; EMPLOYEE BENEFITS</b>	\$15,900	\$15,900	\$18,018	\$18,378	\$18,745	\$19,119	\$19,501
<b>PROFESSIONAL DEVELOPMENT</b>	\$0	\$0	\$2,000	\$2,000	\$2,500	\$2,500	\$3,000
<b>PROFESSIONAL SERVICES</b>	\$8,000	\$8,000	\$9,000	\$9,180	\$9,364	\$9,551	\$9,742
<b>901 PLAN REVISIONS</b>						\$37,500	\$37,500
<b>OFFICE EXPENSES</b>	\$5,500	\$5,500	\$6,000	\$6,090	\$6,181	\$6,274	\$6,368
<b>RENTAL EXPENSE (STORAGE UNIT)</b>	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
<b>FUEL</b>	\$3,000	\$3,000	\$3,044	\$3,089	\$3,135	\$2,575	\$2,600
<b>REPAIRS AND MAINTENANCE</b>	\$2,000	\$2,000	\$3,000	\$3,060	\$3,121	\$3,183	\$3,246
<b>MISCELLANEOUS</b>	\$5,500	\$5,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>INSURANCE (DOES NOT INCLUDE HEALTH INSURANCE)</b>	\$11,600	\$11,600	\$11,600	\$11,600	\$11,600	\$11,600	\$11,600
<b>TOTAL</b>	\$254,500	\$254,500	\$287,697	\$314,488	\$321,037	\$364,104	\$370,883
<b>NET</b>	\$0	\$6,500	\$4,803	\$1,875	\$2,970	\$1,581	\$4,007



**Table 2. Crawford County Drop-off Recycling Collection Sites and Configurations**

	# of Containers	Service / Week	Cubic Yds Avail / Week			Monthly Fee Per Container	Monthly Fee Per Site	Yearly Cost Per Site
<i>Cambridge Springs</i>	5	3	90			262.50	1,312.50	15,750.00
<i>Cochranton</i>	4	2	48			175.00	700.00	8,400.00
<i>Conneaut Lake</i>	7	3	126			262.50	1,837.50	22,050.00
<i>Conneautville</i>	4	2	48			175.00	700.00	8,400.00
<i>Hayfield</i>	3	2	36			175.00	525.00	6,300.00
<i>Hydetown</i>	6	2	72			175.00	1,050.00	12,600.00
<i>Pine</i>	4	2	48			175.00	700.00	8,400.00
<i>Randolph</i>	3	2	36			175.00	525.00	6,300.00
<i>Richmond</i>	3	2	36			175.00	525.00	6,300.00
<i>Sparta</i>	3	2	36			175.00	525.00	6,300.00
<i>West Mead</i>	11	3	198			262.50	2,887.50	34,650.00
			<b>774</b>				<b>\$11,287.50</b>	<b>\$ 135,450.00</b>
<i>Target Expense Range</i>								<b>\$ 85,450.00</b>

Table 3 Proposed Reconfiguration of Drop-off Collection Sites

		# of Containers	Frequency	Loose cyds per week	Loose cyds per route day	Compacted cyds per route day @2:1	Compacted cyds per route day @2.2:1	Pounds Per Route Day	Tons Per Route Day	Monthly Fee Per Container	Monthly Fee Per Site	Yearly Cost Per Site
<b>SCENARIO #1</b>												
<b>Retaining the 3 largest sites</b>												
1	Conneaut Lake	8	3	144	48	24	19.2	6720	3.36	262.50	2,100.00	25,200.00
2	Hydetown	6	3	108	36	18	14.4	5040	2.52	262.50	1,575.00	18,900.00
3	West Mead	12	3	216	72	36	28.8	10080	5.04	262.50	3,150.00	37,800.00
				<b>468</b>	156	78	62.4	21840	10.92		<b>6,825.00</b>	<b>81,900.00</b>
<b>SCENARIO #2</b>												
<b>Retaining Sites Closer to the Middle of the County</b>												
1	Cambridge Springs	4	3	72	24	12	9.6	3360	1.68	262.50	1,050.00	12,600.00
2	Richmond Township	4	3	72	24	12	9.6	3360	1.68	262.50	1,050.00	12,600.00
3	Conneaut Lake	7	3	126	42	21	16.8	5880	2.94	262.50	1,837.50	22,050.00
4	West Mead	11	3	198	66	33	26.4	9240	4.62	262.50	2,887.50	34,650.00
				<b>468</b>	132	66	52.8	18480	9.24		<b>6,825</b>	<b>81,900.00</b>
<b>SCENARIO #3</b>												
<b>Retaining Sites Closer to the Middle of the County</b>												
1	Conneautville	4	3	72	24	12	9.6	3360	1.68	262.50	1,050.00	12,600.00
2	Richmond Township	4	3	72	24	12	9.6	3360	1.68	262.50	1,050.00	12,600.00
3	Cambridge Springs	6	3	108	36	18	14.4	5040	2.52	262.50	1,575.00	18,900.00
4	West Mead	12	3	216	72	36	28.8	10080	5.04	262.50	3,150.00	37,800.00
				468	132	66	52.8	18480	9.24		6,825	81,900.00

Based on the operational issues encountered from the previous downsizing, suspicions run high that further removal of service will have serious service complication and complaints. Nevertheless, the Authority offers the option of continuing to operate a smaller version of the program with an eventual phase-out as other residential alternatives are developed in the County. It also provides for a quick elimination of the entire system and a rapid transition to other less costly programs and services desired by local residents.

Table 4 shows the financial impact of a lingering system while Table 5 shows the effect of rapid removal.

**TABLE 4. CRAWFORD COUNTY SOLID WASTE AUTHORITY 2016-2021 DRAFT BUDGET PHASE OUT**

	Reduced Subsidy with Early Scale Back Then Closure						
	Original Request 2016	2016	2017	2018	2019	2020	2021
<b>REVENUES</b>							
CARRY OVER	\$0	\$0	\$2,000	\$2,828	\$400	\$2,114	\$5,417
COUNTY SUBSIDY	\$200,000	\$160,000	\$160,000	\$160,000	\$145,000	\$120,000	\$120,000
DEP PERFORMANCE GRANT	\$28,000	\$33,000	\$17,000	\$17,000	\$17,000	\$5,000	\$5,000
COORDINATOR GRANT	\$26,500	\$28,000	\$28,000	\$28,560	\$29,132	\$29,715	\$30,309
PLANNING GRANT	\$0	\$0	\$12,000	\$20,000		\$30,000	\$30,000
<b>TOTAL</b>	\$254,500	\$221,000	\$219,000	\$228,388	\$191,532	\$186,829	\$190,726
<b>EXPENSES</b>							
COLLECTION EXPENSES	\$149,000	\$103,000	\$85,450	\$85,450	\$42,725	\$0	\$0
RECONFIGURATION OF SITES	\$0	\$10,500	\$0	\$0	\$8,100	\$0	\$0
NEW PROGRAM DEVELOPMENT	\$0	\$0	\$3,000	\$3,000	\$25,000	\$50,000	\$50,000
WAGES (2 EMPLOYEES)	\$53,000	\$53,000	\$54,060	\$55,141	\$56,243	\$47,755	\$48,710
PAYROLL TAXES & EMPLOYEE BENEFITS	\$15,900	\$15,900	\$18,018	\$18,378	\$18,745	\$10,611	\$10,823
PROFESSIONAL DEVELOPMENT	\$0	\$0	\$2,000	\$2,000	\$2,500	\$2,500	\$3,000
PROFESSIONAL SERVICES	\$8,000	\$8,000	\$9,000	\$9,180	\$9,364	\$9,551	\$9,742
901 STUDY COUNTY SURVEY	\$0	\$0	\$15,000	\$25,000	\$0	\$0	\$0
901 SUBSTANTIAL PLAN REVISIONS	\$0	\$0	\$0	\$0	\$0	\$37,500	\$37,500
OFFICE EXPENSES	\$5,500	\$5,500	\$6,000	\$6,090	\$6,181	\$6,274	\$6,368
RENTAL EXPENSE (STORAGE UNIT)	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
FUEL	\$3,000	\$3,000	\$3,044	\$3,089	\$3,135	\$2,575	\$2,600
REPAIRS AND MAINTENANCE	\$2,000	\$2,000	\$3,000	\$3,060	\$3,121	\$3,183	\$3,246
MISCELLANEOUS	\$5,500	\$5,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
INSURANCE (DOES NOT INCLUDE HEALTH INSURANCE)	\$11,600	\$11,600	\$11,600	\$11,600	\$8,304	\$5,463	\$5,626
<b>TOTAL</b>	\$254,500	\$219,000	\$216,172	\$227,988	\$189,418	\$181,412	\$183,615
<b>NET</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,828</b>	<b>\$400</b>	<b>\$2,114</b>	<b>\$5,417</b>	<b>\$7,111</b>

**TABLE 5. CRAWFORD COUNTY SOLID WASTE AUTHORITY 2016-2021 DRAFT BUDGET IMMEDIATE CLOSING OF SITES**

	Reduced Subsidy and Immediate Closure					
	2016	2017	2018	2019	2020	2021
<b>REVENUES</b>						
<b>CARRY OVER</b>		\$2,900	\$6,616	\$6,769	\$3,545	\$272
<b>COUNTY SUBSIDY</b>	\$150,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
<b>DEP PERFORMANCE GRANT</b>	\$33,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>COORDINATOR GRANT</b>	\$28,000	\$28,000	\$28,560	\$29,132	\$29,715	\$30,309
<b>PLANNING GRANT</b>	\$0	\$10,221	\$21,778	\$28,400	\$23,600	\$0
	\$211,000	\$166,121	\$181,954	\$189,301	\$181,860	\$155,581
<b>EXPENSES</b>						
<b>COLLECTION EXPENSES</b>	\$74,500	\$0	\$0	\$0	\$0	\$0
<b>EXPENSES ASSOCIATED WITH CHANGES TO PROGRAM</b>	\$18,600	\$0	\$0	\$0	\$0	\$0
<b>NEW PROGRAM DEVELOPMENT</b>	\$8,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
<b>WAGES (2 EMPLOYEES)</b>	\$53,000	\$48,450	\$49,419	\$50,407	\$51,415	\$52,443
<b>PAYROLL TAXES &amp; EMPLOYEE BENEFITS</b>	\$15,900	\$14,278	\$14,563	\$14,854	\$15,152	\$15,454
<b>PROFESSIONAL DEVELOPMENT</b>	\$2,000	\$2,000	\$2,000	\$2,500	\$2,500	\$3,500
<b>PROFESSIONAL SERVICES</b>	\$8,000	\$9,000	\$9,180	\$9,364	\$9,551	\$9,742
<b>901 STUDY COUNTY SURVEY</b>		\$12,777	\$27,223			
<b>901 SUBTANTIAL PLAN REVISION REQUIRE RATIFICATION</b>	\$0	\$0	\$0	\$35,500	\$29,500	\$0
<b>OFFICE EXPENSES</b>	\$5,500	\$6,000	\$6,090	\$6,181	\$6,274	\$6,368
<b>RENTAL EXPENSE (STORAGE UNIT)</b>	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
<b>FUEL</b>	\$3,000	\$3,000	\$2,500	\$2,525	\$2,550	\$2,575
<b>REPAIRS AND MAINTENANCE</b>	\$1,500	\$3,000	\$3,060	\$3,121	\$3,183	\$3,246
<b>MISCELLANEOUS</b>	\$5,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>INSURANCE (DOES NOT INCLUDE HEALTH INSURANCE)</b>	\$11,600	\$5,000	\$5,150	\$5,304	\$5,463	\$5,626
<b>TOTAL</b>	\$208,100	\$159,505	\$175,185	\$185,756	\$181,588	\$154,954
<b>NET</b>	\$2,900	\$6,616	\$6,769	\$3,545	\$272	\$627

**Phase One**  
**2017 -2018**

**Comprehensive Countywide Survey**

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- Residential Interviews
- Obtain Copies of Ordinances, Rules, Regulations from Each Municipality
- Analysis, Findings, Recommendations
- Develop Social Media Capabilities
- Launch Awareness Campaign

**Phase Two**  
**2018**

**Rebranding and Realignment of Goals**

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- Reassessment of Programs and Services
- Collaborate with other Non-profit Organizations
- Explore Alternative Funding Scenarios
- Make Adjustments for State Initiatives
- Propose Potential Changes to County Ordinances, Rules, Regulations

**Phase Three**  
**2018-2019**

**Outreach and Technical Assistance**

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- Build Support with Service Providers
- Series of Seminars and Roundtables for Municipal Officials
- Provide Bid & Contract Support to Municipalities
- Help to secure available grant funding for carts/bins
- Public Education Campaign to Support Public and Private Efforts

**Phase Four**  
**2019-2020**

**Service Transition Action Plan and Timeline**

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- Initiate Removal of Drop-off Services
- Initiate Update of Municipal Solid Waste Management Plan

Phase One  
2016

**Service Transition Action Plan and Timeline**

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- Initiate Removal of Drop-off Services

Phase Two  
2017

**Rebranding and Realignment of Goals**

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- Reassessment of Programs and Services
- Collaborate with other Non-profit Organizations
- Explore Alternative Funding Scenarios
- Make Adjustments for State Initiatives
- Develop Social Media Capabilities

Phase Three  
2017-2018

**Comprehensive Countywide Survey**

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- Residential Interviews
- Obtain Copies of Ordinances, Rules, Regulations from Each Municipality
- Analysis, Findings, Recommendations
- Propose Potential Changes to County Ordinances, Rules, Regulations
- Launch Awareness Campaign

Phase Four  
2019-2020

**Outreach and Technical Assistance**

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- Initiate Update of Municipal Solid Waste Management Plan
- Build Support with Service Providers
- Series of Seminars and Roundtables for Municipal Officials
- Provide Bid & Contract Support to Municipalities
- Help to secure available grant funding for carts/bins
- Public Education Campaign to Support Public and Private Efforts

**Plan to Dismantle Sites**

<b>PHASE ONE</b>		<b>Remove, Reassign, Disburse</b>
2 <sup>nd</sup> Week of March		
	Determine	Authority will determine which sites will be eliminated, confirm a course of action, and implement site reduction
	Secure	Obtain a staging area for the containers from the Commissioners
	Notify	DEP --Changes to 902 Grant Application --Changes to Solid Waste Plan --Announce Availability of Containers for Other Entities
		Bin Monitor—must continue to visit eliminated sites to retrieve materials left behind by users
		Municipalities and host sites
		Media and Website Updates
		Hauler
		Contact sign maker for “Site Closed” signs
3 <sup>rd</sup> Week of March		
	Strategize	Work with Hauler to determine the following: --Establish a schedule for site removal (one week) --Empty containers before removing --Determine new collection route and schedule --Reflect changes in billing
	Disburse	Advertise Bins (Retain 6-12 containers for contingencies) --Potential Transfers: Cambria, Erie, Mercer, Lawrence --30-60 Day Removal Plan from Staging Area --Recipients Pay All Transportation Costs --Arrange Transportation/Contact Potential Haulers
2 <sup>nd</sup> Week of April		
	Remove	Begin Shutting Down Sites --Coordinate removal, erect “site closed” signs --Signage on empty containers (do not use) --Close openings on containers to prevent use
	Reassign	Add Containers to Remaining Sites (where indicated)
	Reclaim	Sites Need to Be Returned to Good Condition



<b>1<sup>st</sup> Week of May</b>		
	Transfer	Begin Dispersal of Containers --Coordinate Hauling --Work with DEP on Grant Amendments --Prepare Transfer of Ownership Documents
<b>PHASE TWO</b>		<b>Initial Assessment</b>
May and June		
	Determine	Are Contingency Containers Needed? --If yes, then refurbish containers --If not, then work through dispersal arrangements
	Monitor	Address Issues --Overflowing containers --Debris left at closed sites
<b>PHASE THREE</b>		<b>Secondary Assessment</b>
June...		
	Success?	Determine if Program is Viable --Celebrate --Site Agreement Renewals --Modify 902 Grant Application
	Failure?	Determine if Program Should Shut Down --Begin site closures (see above) --Contact DEP to apply for grant to revise Solid Waste Plan --Begin dispersal procedures --Withdraw 902 Grant Application --Notify media; update website --Determine regulatory obligations