

May 7, 1999

Mr. Timothy Long
Executive Director
Indiana County Solid Waste Authority
1715 Route 119 South
Homer City, PA 15748

Subject: Indiana County Composting Facility

Dear Tim:

This letter is to provide the Indiana County Solid Waste Authority (Authority) with the results of R.W. Beck's efforts to prepare materials to assist the Authority in developing, implementing and promoting its yard waste composting facility.

With the exception of preparing the Yard Waste Composting Facility Application form required by the Pennsylvania Department of Environmental Protection (DEP) to demonstrate the Authority's adherence to DEP's composting guidelines, R.W. Beck's assistance under this grant was limited to providing information and guidance to help the Authority develop the other materials needed to operate and promote the site. Much of the cost to develop an operational procedures and troubleshooting manual, a marketing and utilization plan, a budget and financing plan, and public education materials is eligible for funding under a Section 902 recycling program grant from DEP. There is currently a grant application period open until June 24, 1999, and the Authority should consider applying for funds to assist with preparing these materials.

PLANNING AND IMPLEMENTING A YARD WASTE COMPOSTING SITE IN INDIANA COUNTY

R.W. Beck has performed the following activities in support of the Authority's request:

- Completed the Yard Waste Composting Facility Application Form required by DEP
- Prepared information for site signage
- Developed recommendations concerning landscaping
- Prepared an outline for development of an operational procedures manual and troubleshooting guide
- Prepared issues for consideration and recommendations for developing a marketing and utilization plan

- Developed suggestions for issues to be addressed and potential vehicles to be used in a public education program
- Provided a possible format for use in developing an annual operating budget and options to be considered for future financing

Each of these issues is addressed separately below. In several cases you will find references to the ***Municipal Yard Waste Composting Reference Manual*** (1991). The Authority should have received a copy of this manual when it was distributed to all counties shortly after its completion. If you cannot locate a copy in your office, please let me know and I will be happy to help you obtain one.

FACILITY APPLICATION FORM

R.W. Beck completed the standard Yard Waste Facility Application Form required by DEP using information obtained from the Authority and Beck personnel experience and knowledge concerning composting facility development. The completed form, along with all attachments, is included as Attachment A.

SITE SIGNAGE

DEP's Technical Guidance for the Operation of a Yard Waste Composting Facility Under Permit-by-Rule specifies that facility operators must:

identify the operation by posting and maintaining signs that are clearly visible at the junction of each access road and public road. The signs should be easily seen and read. They should be constructed of a durable weather-resistant material. The sign wording shall include the name, address, and telephone number of the person(s), municipality(ies), or county(ies) operating the facility, the operating hours, and the materials that can be received by the facility.

Based on the guidance cited above, the Authority needs a sign located at the entrance to the Authority's property at Route 119. The recommended wording for the sign is as follows:

INDIANA COUNTY COMPOSTING FACILITY

Operated by: Indiana County Solid Waste Authority
 1715 Route 119 South
 Homer City, PA 15748
 (724) 479-0444

Operated for: Municipalities and Residents of Indiana County

Hours of Operation:

This site accepts: Leaves
 Grass
 Chipped yard waste

The Authority should consult with a reputable sign maker in the County to prepare this sign, perhaps a sign maker that may have prepared signs for the Recycling Center in the past. A good sign maker should be able to assist the Authority in sizing the sign appropriately so it is clearly visible and readable. The Authority should also consider preparing one or more directional signs to assist persons delivering materials to the site. (NOTE: If vehicles delivering yard waste are to be weighed, directions must be provided for getting to the scale)

LANDSCAPING

While formal landscaping is not a requirement under DEP's technical guidance, some landscaping may be desirable from both an aesthetic and environmental standpoint. Some items to consider include:

- **Visual Screening.** Shielding the site from public view is desirable for several reasons. It can help to keep unauthorized "visitors" from seeing and being tempted to enter the site. It can also shield the site from view by neighbors who do not wish to view a composting site from their property.
- **Noise.** While operation is not expected to be excessively noisy, plantings around the site can help to absorb whatever noise is created.
- **Low Maintenance.** Any trees, shrubs, or other plants used in landscaping should be low maintenance and preferably native to the area so that Authority personnel are not required to spend significant time tending to the plantings.
- **Attractive.** The landscaping should be attractive to visitors. The public education section later in this report suggests offering tours of the site to students and perhaps others. If this is done, the site should be visually appealing, which reassures visitors that the site is well maintained. A clean, attractive site also encourages users to deliver clear, contaminant free materials to the site.

If it has not been done, the Authority should consider working with the County Conservation District or the appropriate department at Indiana University of Pennsylvania to obtain recommendations for specific plants that make sense for this site and advice on how and where the plants should be placed. Areas for specific consideration, given the characteristics of the Authority's site, are at the entrance and along the access road.

PROCEDURES MANUAL/TROUBLESHOOTING GUIDE

The purposes of an operational procedures manual and troubleshooting guide should be to:

- Describe the organizational structure and responsibilities of the operating entity

- Provide a central location where all site design specifications and site operation requirements can be readily found
- Describe in detail procedures for all aspects of site operations and maintenance
- Provide information on how to address most problems that might arise
- Be flexible enough to be easily updated when the need arises

Attachment B is an outline that the Authority can use to develop an operational procedures and troubleshooting manual. The Authority should be aware that the outline was developed as a starting point only. Additional information may be required, and reordering sections or other changes to fit the Authority's operating style may make the document more "user friendly" and therefore more useful to the Authority.

While the outline is lengthy, it was designed to include virtually all issues that may relate to the operation and/or success of the site. The Authority may not need to address every item in the outline, but should address in some way each of the major topics contained in the outline, which include: 1) Purpose/Mission; 2) Management Structure/Organizational Responsibilities; 3) Site Information; 4) Receiving Materials; 5) Processing Materials; 6) Troubleshooting/Addressing Processing Problems; 7) Marketing/Use of Finished Compost; 8) Safety Procedures/Emergency Response; 9) Recordkeeping/Reporting; 10) Equipment Maintenance; 11) Public Information/Education Program; 12) Budget/Program Funding.

This outline includes references to information and tables in the ***Municipal Yard Waste Composting Reference Manual*** described earlier in this report.

MARKETING AND UTILIZATION

The Authority has reported that it intends to use the finished compost for its own applications, return it to participating municipalities for their own uses, and make it available to County residents. There is currently no interest in selling the material to private entities.

Local distribution is the simplest means of managing the material, because selling it entails meeting additional requirements that will increase operational cost and staff time commitments. Any products sold in the Commonwealth as fertilizers or soil conditioners must be registered with the Pennsylvania Department of Agriculture, and operators must obtain a license to produce these products. While Agriculture is primarily interested in the chemical/nutrient composition of a product, the marketability of the Authority's finished compost would demand greater attention to appearance, consistency, packaging, and other characteristics that make a product attractive to consumers. This would suggest a need for, at a minimum, screening to remove twigs, stones, uncomposted matter and other foreign objects. There may also be potential exposure to liability for problems perceived to be caused by the use of the material.

Even without selling the finished product, the Authority needs to develop a plan for distributing the material that ensures full utilization of what is produced. This plan should consider priority of distribution and volume requirements of those that wish to receive the material.

The potential users, as reported by the Authority, are: 1) the Authority; 2) participating municipalities; and 3) County residents.

On an annual basis, the Authority should:

- Estimate the amount of finished product that will be produced based on the volume of yard waste received. A reasonable estimate can be made by assuming 50 to 75 percent volume reduction during the composting process.
- Determine where the Authority needs to apply compost, and estimate the volume of finished compost required for Authority applications.
- Request that participating municipalities submit a formal request for the volume of material estimated to be needed for their own applications and distribution to residents.

If the amount of material estimated to be needed is greater than what is produced, allocation can be prorated based on volumes of material requested, or all users can be asked to reevaluate and voluntarily reduce the volume requested. If the amount needed is significantly less than what is produced, the Authority will need to market the product aggressively to individual County residents, and may wish to consider making it available to other municipalities, institutions or businesses. The goal should be to have the site free of finished material prior to the completion of new product.

The easiest method for distributing the material to municipalities is to schedule specific times for participating municipalities to arrive and load finished compost when it is convenient for the Authority to have personnel available to assist in the effort. With regard to distribution to residents, it may be beneficial to set aside specific times as well and advertise them well in advance. For public distribution, material could be moved outside the gate (perhaps at the end of the parking lot nearest the gate) to limit public access to the site.

PUBLIC EDUCATION

The most important issue in establishing an effective public education program is to set goals in advance. The Authority should determine the audience it wishes to address and what it wants to accomplish through its public education efforts.

The Authority should focus its direct public education efforts on the general public—the residents of Indiana County—and possibly on landscapers and nurseries if the decision is made to work with them as well. The goals should be as follows:

- to make the public aware of the program, including access to drop-off of materials and pick up of finished compost.
- to define requirements for users.

- to encourage reduction in material to be processed or disposed through “grasscycling” and home composting.
- to ensure the public understands the value of yard waste composting.

The Authority should also communicate clearly the requirements for delivery of municipal loads to the site and the distribution of finished compost to the municipalities that participate in the program. These municipalities should be made aware that it will be their responsibility to distribute information to residents about the specifics of their collection programs so that the municipalities can deliver materials that meet the site’s requirements.

While the information contained in DEP and PA Resources Council/League of Women Voters publications currently distributed by the Authority is good, the Authority needs to generate publications that provide County residents with information specific to Indiana County and the composting facility. The Authority has reported that its current publications, which include a newsletter, brochure and recycling guide, will be updated to include information about the composting facility’s materials drop-off program and compost distribution. The newsletter is distributed with the Indiana **Gazette** and is used when the Authority staffs informational booths at the Indiana Mall and the County Fair or for school presentations and Recycling Center tour. The brochure and recycling guide are distributed by mail to persons calling with recycling questions and are also available for information booths, presentations and tours. In addition, the Authority has reported that it was recently advised that a grant application submitted for funding including web site development was approved, and that information about the composting facility will be included on the web site.

There are a variety of other mechanisms that the Authority may wish to consider for its public education program in addition to the materials noted above. Preparation and printing of these types of materials is eligible for Section 902 recycling program grant funding, but may also present opportunities for partnerships with local businesses that have an interest in recycling. Some ideas for consideration include:

- Utility or tax bill inserts with program information. This would require working with the local utilities and municipalities.
- Public service announcements on local radio stations.
- Development of articles for local papers concerning composting issues, including information about use of the site, home composting, grasscycling, and other individual management options.
- Entering into cooperative efforts with the following to distribute information:
 - Local businesses
 - Schools
 - Penn State Cooperative Extension
 - Indiana County Conservation District
 - 4-H Clubs
 - Grange
 - Garden clubs

- League of Women Voters
- Libraries
- Other environmental organizations

The Authority should consider partnering with the Cooperative Extension to offer Master Composter training to residents, possibly with a component for distributing home composting bins to participants. Home compost containers are eligible for funding under Section 902 recycling program grants.

- Offering tours to students/schools in Indiana County, and possibly to other groups.
- Developing a logo and/or slogan for the composting program that gives the program an identity that is recognizable by the public. This could involve public participation by making it a contest for either students or for all County residents.

Any materials developed for the program should probably be tested for quality purposes. The Authority could ask for review by Authority Board members, the Citizens' Advisory Committee established to assist in the Municipal Waste Management Plan Update, and/or a focus group of County residents.

To determine which vehicles have been most successful in reaching County residents, the Authority may wish to consider polling those who call about the program or deliver or pick up materials from the site to find out how they learned about the program. This could be done for a set period of time, and the data could then be used to refine the public education program. The Authority should also use feedback from residents to refine the materials if it is found that any of the information is difficult to comprehend or misleading.

BUDGET AND FINANCE

The budget for the Indiana County Composting Facility should be separate from the budget for the recycling center. This is necessary for the Authority to know and understand the actual costs and revenues associated with this part of its operations. ***The Municipal Yard Waste Composting Reference Manual*** contains budget worksheets that can provide a basis for the Authority's budgeting.

While the Authority is using Section 902 recycling program grant funds for site development and equipment, it should consider options for funding operations and future equipment needs. Operational costs must be borne by the Authority because they are not eligible for grant funding, and there are uncertainties as to the future of grant funding for site modifications and equipment replacement. The easiest funding mechanism to administer is a tipping fee for materials deposited at the site. This could be set by weight or volume, or could be set as a flat rate for different types of vehicles delivering materials to the site. Individuals should probably not be charged, however, because charges would create a disincentive for individual participation. The Authority could implement a differential system based on the entity delivering materials to the site, with one fee for public sector users and a different fee for private sector users such as landscapers and

nurseries. The Authority would need to investigate what other users are paying elsewhere to determine a fair fee that the market will bear.

CONCLUSIONS

- The Indiana County Composting Facility site is adequate and the Authority will be in compliance with DEP guidelines upon submission of the Yard Waste Facility Application Form and implementation of sign requirements.
- The composting site would benefit from paving to prevent problems with pooling of water and soft ground at low points.
- Landscaping, while not required, would enhance the site's appearance.
- The Authority needs to develop a procedures manual/troubleshooting guide as a reference and to provide guidance for all parts of the composting operation.
- The Authority needs to prepare and implement marketing/utilization and public education plans for the composting operation.
- The Authority needs to develop a separate budget for the composting operation and consider revenue sources other than the Authority and DEP grants.

RECOMMENDATIONS

- The Authority should submit the completed Yard Waste Facility Application Form as soon as possible to be in compliance with DEP guidelines.
- The Authority should give strong consideration to paving the site to prevent problems with pooling water and soft spots. Paving would ensure that windrows can be turned regardless of the weather.
- The Authority should consider landscaping around the site entrance and access road to enhance the appearance and screen the active composting area from public view. If it is decided to landscape, the Authority should consult with the County Conservation District or similar entity about appropriate plantings and placement.
- The Authority should develop a procedures manual/troubleshooting guide that includes the components outlined in Attachment B as soon as possible.
- The Authority should prepare and implement marketing/utilization and public education plans as soon as possible. Suggestions for items to be included are spelled out in the appropriate sections of this report.
- The Authority should develop a separate budget for the composting facility and should strongly consider other revenue sources to help with operations, upgrades and replacement equipment.

While the site is operating reasonably well at this time, implementing the recommendations above would ensure the site's compliance with DEP guidelines and should help the Authority to operate a more efficient and fiscally sound site.

Sincerely,

Sandra L. Strauss
Environmental Analyst

cc: Kathleen Kilbane, SWANA
Carl Hursh, DEP
Debbie Miller, R.W. Beck

ATTACHMENT A

COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF ENVIRONMENTAL PROTECTION
BUREAU OF LAND RECYCLING AND WASTE MANAGEMENT

YARD WASTE COMPOSTING FACILITY APPLICATION FORM

Please familiarize yourself with the Pennsylvania Department of Environmental Protection GUIDELINES FOR YARD WASTE COMPOSTING FACILITIES prior to filling out this form.

1. **Operator (Name and Mailing Address)** **Telephone Number**
Indiana County Solid Waste Authority (724) 479-0444
1715 Route 119 South
Homer City, PA 15748

2. **Name of Facility:** Indiana County Composting Facility
Contact Person: Mike Rebovich
Contact Telephone Number: (724) 479-0444
Property Owner's Name: Indiana County Solid Waste Authority
(see Attachment A)
Street Address of Facility: 1715 Route 119 South
Homer City, PA 15748

City-Borough-Township: Center Township
County: Indiana

Sponsoring Municipality: Indiana County

A U.S.G.S. 7.5 minute topographic map (Indiana Quadrangle) outlining the site of the Indiana County Composting Facility is provided as Attachment B.

3. **The proposed composting method:** Medium-technology windrow
Total acres of the composting facility: Approximately 2.2 acres with expansion possibility

The maximum quantity of yard waste and composted materials to be on the site at any one time: 3,000 cubic yards
Yard waste in cubic yards: 2,000 cubic yards
Finished compost in cubic yards: 666 cubic yards

4. **Prepare and include in this application a general site plan for the facility which illustrates the location of the following items:**
- access roads in relation to the nearest public and private roads,**
 - wells, and property lines**
 - tipping area**
 - gate location**
 - surface water controls, erosion and sedimentation controls**
 - processing area including location, orientation, and size of compost piles or windrows**
 - curing or storage areas**
 - north arrow**
 - scale of drawing**

Attachment C of this application is a General Site Plan for the facility that illustrates the items listed above.

5. **Please address the following items: (attach additional sheets if necessary)**

- **Provide a complete list of source(s) of yard waste to be received**

Indiana Borough

White Township

These municipalities currently use the site, however, any municipality in Indiana County may drop off materials at this site. Attachment D is a list of all County municipalities that could potentially use the site. In addition, County residents (individuals) may drop off materials at the site.

- **Describe how the yard waste will be collected and received at the facility**

Indiana Borough will collect materials from the curb in a vacuum truck and will deliver materials to the site in the collection vehicle. The material will be deposited directly from the collection vehicle into windrows.

White Township will collect materials in bags and deliver bagged materials to the site in the collection vehicle. Materials will be discharged directly into windrows. Township personnel will debag the material after unloading and will take the empty bags away for disposal.

Authority personnel will debag any materials delivered by residents.

- **Describe the method for inspecting incoming yard waste and for removing unacceptable material**

Authority personnel will visually inspect all materials delivered to the site. Bags and other contaminants from municipal deliveries will be removed by municipal personnel, loaded back into the delivery vehicle, and taken away for disposal. Similar contaminants in resident/individual deliveries will be removed by Authority personnel and disposed of in a dumpster located on site.

- **Describe the windrow construction methods including equipment to be used**

Municipal materials will be discharged directly into windrows. A front end loader will be used to move materials as necessary to help in final windrow construction to the specifications indicated below.

- **Describe the windrow size:**
Initial Dimensions: 14 feet wide x 6 feet high by 180 feet in length

- **Describe the source of supplemental water which will be used to maintain an optimal 40 to 60% moisture content of compost piles or windrows:**

To minimize the use of added water, windrows will be constructed with a slightly concave top that will allow precipitation to accumulate and seep into the windrows to provide moisture.

When additional water is required, particularly when turning the windrows, water will be applied using a hose connected either to a tap or fire hydrant located on the site.

- **Indicate the frequency of windrow turning:**

At least twice per month, depending on time of year, internal windrow temperatures and the need to incorporate grass material as required.

Indicate the temperature range to be maintained: 90-140° F

Indicate the method of windrow turning:

Front end loader with bucket (NOTE: The Authority has submitted a Section 902 grant application for a windrow turner that will be used in the future.)

- **Describe the method for determining turning frequency:**

Windrows will be turned at least twice per month at a scheduled time. During the growing season when grass is being delivered to the site, an area of a windrow sufficient to provide a 1:3 mix of grass to leaves will be turned to incorporate the grass. Regular monitoring of the windrows will be used to determine if the turning should be more or less frequent. The intent will be to establish and maintain the desired temperature of approximately 130° F in each windrow to ensure weed seed and pathogen kill prior to turning each time.

- **Describe the approximate duration of the composting cycle (in days):**

300 days

Describe the composting process:

Materials will arrive on site both in bulk (vacuumed materials) and bagged (municipal materials, removed by municipal personnel, or materials delivered by individuals, removed by Authority personnel). The materials will be deposited directly into windrows. Authority personnel will use a front end loader as necessary to form windrows to appropriate dimensions.

Once in windrows, the material will be turned two times per month on a set schedule (except as noted above), using a front end loader (or a windrow turning machine in the future, once the funding is approved). As the size of the windrows decreases due to volume reduction, two or more windrows will be combined to maintain the optimum windrow dimensions (defined above) for decomposition. Over the approximately 300 day composting process, materials will be turned at least twenty times, beginning in October/November and ending in July/August, depending on when most of the materials are received in the fall.

Water will be added as needed during turning using a hose connected to a tap or fire hydrant located on site. Windrows will be monitored for moisture, and water will be added between turnings if needed to maintain sufficient moisture for decomposition.

Describe the curing period for compost:

Curing will take place over a 30-35 day period. Materials will be kept in windrows unless and/or until the windrow space is needed to process new materials. At that point the material will be moved to a separate curing area where it will complete the curing process and await Authority use and distribution to municipalities and County residents.

Indicate the time required for storage and distribution: 30-35 days

Indicate the total time required for composting operation: 365 days

- **Describe the marketing and distribution plan for the finished compost product:**

The finished compost will be used in applications around the facility and on Authority property. Municipalities that participate may pick up finished materials for their own use and distribution to the public. Finished compost remaining on site will be distributed to the public.

- **Describe the residue disposal plan and identify the disposal or processing site(s) to be used:**

Any bags and other contaminants viewed upon delivery will be reloaded onto the delivery vehicle and hauled away for disposal by the delivering entity. Any contaminants discovered later and during the composting process will be removed, placed in a dumpster on site, and disposed of at a disposal or processing facility designated in the County Municipal Waste Management Plan.

- **Describe the plan for emergency response (fire, police, etc.):**

The following entities have been notified of the site location and are prepared to respond to emergency situations at the site:

Police: Pennsylvania State Police
Fire: Homer City Fire Company
Other: Indiana County HazMat

The Authority retains keys to the site, and Authority contact Mike Rebovich can be contacted for access to the site in the event of an emergency during non-operating hours.

- **Outline the public information and education program (attach samples of literature if available):**

The Authority will communicate the requirements for delivery of municipal loads to the site and the distribution of finished compost to municipalities to the municipalities that participate in the program. It will be the responsibility of each of the participating municipalities to distribute information to residents about the specifics of their collection programs so that the municipalities can deliver materials that meet the site's requirements.

The Authority will focus on public education aimed at individual residents of Indiana County. Currently the Authority distributes composting information produced by other sources upon request, including: 1) DEP Fact Sheets entitled "Yard Waste & Composting" and "How to Make Compost;" 2) DEP's "Guide to Municipal Waste Composting;" and 3) "Choose to Use Alternatives for a Safer, Healthier Home," which contains special

composting instructions (produced by PA Resources Council and the League of Women Voters of Delaware County).

The Authority currently publishes a newsletter, brochure and recycling guide. These publications will be updated to include information about the composting facility's materials drop-off program and compost distribution. The newsletter is distributed with the Indiana **Gazette** and is used when the Authority staffs informational booths at the Indiana Mall and the County Fair or for school presentations and Recycling Center tours. The brochure and recycling guide are distributed by mail to persons calling with recycling questions and are also available for information booths, presentations and tours.

Finally, the Authority was recently advised that a grant application submitted for funding including web site development was approved. Information about the composting facility will be included on the web site.

The revisions to the Authority's publications will be designed to:

- make the public aware of the program, including access to drop-off of materials and pick up of finished compost.
- define requirements for users.
- encourage reduction in material to be processed or disposed through "grasscycling" and home composting.
- ensure the public understands the value of yard waste composting.

NOTE: Attachments A-D are not included.

ATTACHMENT B

INDIANA COUNTY COMPOSTING FACILITY OPERATIONAL PROCEDURES MANUAL AND TROUBLESHOOTING GUIDE

TABLE OF CONTENTS/OUTLINE FOR DEVELOPMENT

1. Purpose/Mission
2. Management Structure/Organizational Responsibilities
 - a. Managing entity/Operator contact information (Authority)
 - b. Authorization to operate site
 - c. Responsibilities of Operator
 - d. Funding sources
3. Site Information
 - a. Site map
 - b. Narrative about site
 1. Address
 2. Municipality
 3. Size/capacity
 4. Access/signage
 5. Surface water, erosion and sedimentation controls
 6. Processing and curing/storage areas
 7. Equipment storage
 8. Water sources
4. Receiving materials
 - a. Who may use the site
 - b. Acceptable materials
 - c. Acceptable methods of delivery
 - d. Measuring weight and/or volume of materials
 - e. Inspection of incoming materials
 - f. Depositing materials
 - g. Management of contaminants
5. Processing materials
 - a. Composting method to be used
 - b. Windrow construction
 1. Equipment
 2. Size
 3. Other factors
 - c. Windrow turning/decomposition of materials
 1. Equipment

- 2. Frequency
 - 3. Other factors (temperature, moisture, etc.)
 - d. Curing material
 - e. Storing finished compost
 - f. Management of contaminants
6. Marketing/use of material
- a. Applications
 - b. Distribution
7. Safety procedures/emergency response
- a. Responsible entities
 - 1. Authority
 - 2. Police
 - 3. Fire
 - 4. Hazardous materials
 - b. Reporting/responding to emergencies
 - 1. During operating hours
 - 2. During non-operating hours
 - c. Employee safety
 - 1. General procedures
 - 2. Protective gear
 - 3. Equipment operations
 - 4. Location of first aid materials
8. Recordkeeping/reporting
- a. Required information for recordkeeping
 - 1. Labor
 - 2. Equipment
 - 3. Operation/maintenance costs
 - 4. Materials collected
 - 5. Processing data
 - b. Analyzing and using data
 - 1. For budgeting
 - 2. For revising/improving operations
 - c. Reporting responsibilities
 - 1. To users of site (municipalities)
 - 2. To state
 - 3. Other
9. Equipment maintenance
- a. Equipment owned/expected lifespan
 - b. Maintenance procedures/schedule by item
 - 1. Front end loader
 - 2. Windrow turner
 - 3. Other
 - c. Equipment replacement plan
 - 1. Schedule

2. Funding

10. Public information/education program

- a. Purpose/goals of program
- b. Responsible entities
- c. Delivery methods
- d. Frequency
- e. Updating information

11. Budget/program funding

- a. Developing a usable budget
 1. Operating costs
 2. Capital costs
 3. Revenues
- b. Developing funding sources
 1. Grants
 2. User fees
 3. County/Authority support