



March 23, 2000

Mr. James M. Close
Director, Department of Public Works
City of Harrisburg
1690 S. 19th Street
Harrisburg, PA 17104

Subject: Improving Recycling in Institutional Establishments, Multifamily Dwellings
and at Special Events

Dear Jim:

This letter is to provide the City of Harrisburg with the results of R.W. Beck's evaluation of the City's recycling program as it pertains to the institutional sector, multifamily dwellings and special events.

Recent changes to the formula used to calculate awards for the Act 101 Section 904 Recycling Performance Grants stand to benefit the City significantly. While there are relatively few large institutions in the City of Harrisburg, the institutions that are located in the City—two hospitals, several branch university campuses and city and private schools—are large generators of recyclable materials. There are a number of multifamily buildings for which the status of recycling is unknown. In addition, the City hosts a great number of large special events each year along with dozens of sporting events. Recyclables generated by these sectors, if collected and counted, could help to significantly increase the City's Section 904 monetary award.

Because the previous formula limited the amount of commercial and institutional recycling tonnage that could be used for the purpose of calculating Section 904 Performance Grants, the City did not undertake aggressive efforts to obtain data from commercial establishments or institutions in the City, nor did it promote recycling in multifamily dwellings, the schools or at special events. The City has a recycling ordinance that mandates the recycling of aluminum cans, high grade office paper and corrugated cardboard from institutions, but without enforcement to ensure that reports are submitted as required, the Department of Public Works not only does not have good recycling information from these sectors, it does not know which facilities are in fact in compliance with the City's recycling requirements.

The City has requested assistance to: (1) compile a better list of institutional and multi-use facilities that can/should be recycling; (2) develop a plan to get these facilities involved in recycling; (3) develop a plan for special event recycling; (4) develop a profile for an outreach and education program for the institutional and multifamily sectors; and (5) develop a better reporting and accounting system for recording institutional recyclables generated in the City.

EVALUATING HARRISBURG'S INSTITUTIONAL, MULTIFAMILY AND SPECIAL EVENTS RECYCLING PROGRAMS

This evaluation is broken down as follows:

- Institutional recycling
- Multifamily recycling
- Special events
- Data collection
- Grant funding

The following issues are considered:

- Determining the major establishments or categories of establishments in the institutional sector to facilitate development of strategies to promote recycling in these facilities.
- Reviewing information/educational materials provided to institutional establishments in the past, along with the types of facilities that exist in the City to help determine information/education needs and appropriate vehicles to reach these entities.
- Assessing the types of special events in the City as a means of determining appropriate strategies for implementing recycling at these events.
- Assessing recycling in multifamily complexes throughout the City and considering how to start programs where they don't exist and improve existing programs.
- Reviewing the current reporting and accounting system to simplify and streamline the process to: (1) make it easier for institutions to report by developing a more "user friendly" form; (2) get more data from haulers and processors, rather than individual institutions; (3) get data on more materials that can be counted toward the Commonwealth's 35 percent recycling goal; and (4) get as much of the institutional Act 101 data as possible to take advantage of changes to the Section 904 Performance Grant formula and maximize the grant award to the City.
- Reviewing the City's recycling ordinance.

INSTITUTIONAL RECYCLING

The status of institutional recycling, similar to what was cited in a separate report on commercial recycling, is mostly unknown. Like commercial establishments, institutions are mandated to recycle under the Municipal Waste Planning, Recycling and Waste Reduction Act of 1988 (Act 101), and the City must include mandatory recycling for all institutional establishments in its recycling ordinance. The City notified institutions initially in 1990 that they were required to recycle corrugated cardboard, high grade office paper and aluminum cans, the minimum required for these establishments by Act 101. Since then, the City's only contact with institutions has been through the mailing of the annual report forms. These forms have provided basic information about the City's recycling ordinance and what is required for institutions, but no efforts have been undertaken to enforce return of these reports or to determine if institutions in the City are in compliance with the ordinance/Act 101 mandate. There have been no comprehensive education efforts to assist facilities in this sector with either implementing or improving their recycling programs.

PUBLIC EDUCATION

There are some basic strategies that would help the City to better target its educational activities and to collect more institutional recycling data more efficiently.

It is important to know who the target audiences are. A list of target institutions for the City is provided in Exhibit 1. While there is information concerning basic requirements that pertains to all of these establishments, the materials generated and approaches that facilitate recycling sometimes differ dramatically from facility to facility. A basic education campaign should include the following:

- Requirements—state, county, and local, including data collection requirements
- Basic program components to implement new or improve existing programs.

In addition, it is helpful to be prepared to provide information more specific to the targeted sectors. Attachment 1 includes basic public education materials aimed at institutions, including fact sheets targeted at specific types of facilities.

EXHIBIT 1

TARGET INSTITUTIONAL SECTORS—CITY OF HARRISBURG

<u>Type of Organization</u>	<u>Examples</u>
Hospitals	Harrisburg Hospital Polyclinic Hospital
Miscellaneous	YMCA YWCA
Schools/Universities	Dixon University Center Harrisburg Area Community College Penn State Eastgate Center Temple University Center Downtown

Harrisburg School District
Bishop McDevitt High School
Cathedral School
Holy Name School
Jewish Community Center/Yeshiva Academy
St. Stephen Episcopal School

DATA COLLECTION

As noted in a separate report on commercial recycling, the City has sent a form to a list of institutions to request annual recycling data. While some respond voluntarily, most do not, including many establishments that may be generating significant amounts of recyclables.

Sending the form as the City has done addresses the letter of the law, but does not really meet the spirit of the law. No attempts have been made to follow up to have the forms returned, and there have been no repercussions for those failing to respond.

R.W. Beck reviewed the reporting form currently used by the City. The first impression was that the form is not “user friendly.” It is dominated by text, and the reasons for the form and the information being sought are not immediately obvious. It also limits data collected to the mandated materials, and provides no space for reporting other materials that may be recycled. Collecting more comprehensive data in light of the revised Section 904 Performance Grant formula can benefit the City, since there will now be financial return for all Act 101 materials collected by businesses, not just those that make up a one-to-one match with materials collected from residences.

Attachment 2 is a proposed revised annual reporting/data collection form. It is simpler, gathers basic information about respondents to ensure more accurate accounting, and requests data on a range of recyclable materials that could potentially be managed in the commercial/industrial sector. Also included is a cover letter that provides some of the information that is on the form currently being used by the City.

While this form would still be mailed to the original list of institutions, the City would be better served by undertaking a strategy that would result in more data per contact. This is a strategy that has been recommended for several years by the Professional Recyclers of Pennsylvania (PROP), and involves targeting the following entities for information:

- **Haulers.** In Harrisburg, there are only two major haulers that collect recyclables from commercial establishments in the City. These haulers can report on all commercial, institutional and industrial establishments located in the City on a single form, so the data is collected even if many individual businesses don’t report. These haulers should also be required to provide a list of the customers they serve for two primary reasons: (1) it gives the City information on who is in basic compliance with recycling requirements, which will help as the City works toward gaining compliance from all

commercial and institutional establishments; and (2) it helps to prevent double counting of data if it is reported by both the hauler and the individual business.

- **Brokers.** Several brokers, including Harrisburg Waste Paper and Spectrum Industries, collect recyclables directly from commercial and institutional establishments in the City. Similar to haulers, they can report for all customers on a single form, and should provide a list of their City customers.
- **Corporations and others that manage their own recyclables (including property/rental management companies).** Some larger companies manage their recyclables at the corporate level and they collect and market materials directly. This is usually true for larger retailers like WalMart and for large grocery store chains like Giant. These entities sometimes report to county recycling coordinators only, and sometimes to both the county and municipalities where their facilities are located. The county recycling coordinator should be contacted to determine whether or not there is any data reported to the county that has not been reported to the City. Beck contacted the Dauphin County Recycling Coordinator and found that only one company—Bell Atlantic—had reported at the county level.

Property/rental management companies are usually responsible for managing all the waste in multi-story buildings that house a number of businesses. They can provide aggregate data for entire buildings, and should be required to provide a list of tenants, similar to haulers providing customer lists. Many—probably most—may be using one of the haulers operating in the City, however, so this should be ascertained in order to avoid double counting of data.

It should be noted that the last option probably does not apply to most institutions.

Haulers, including brokers that collect recyclables, are usually reluctant to provide customer lists because they consider it to be proprietary information. The City should find a strategy that ensures that this information is provided. An assurance that the information will be kept confidential has often been enough for some municipalities and counties, since it is only a list and does not provide specific data for each customer—information that could be valuable to competitors. If haulers refuse to provide this information, the City may wish to consider hauler licensing, with some conditions of licensing being that those who haul within the City (1) submit annual recycling reports on the forms provided by the City and (2) provide lists of customers with the reports. Some counties license haulers, and these are sometimes conditions of county licensing. If this is the case, the City should be able to collect the desired data citing the county's requirements.

HARRISBURG SCHOOLS

The Department of Public Works reported that recycling has not been implemented in the Harrisburg City Schools, though the schools are mandated to recycle under Act 101. The City manages waste collection from the schools.

While the school district bears responsibility for establishing a district-wide recycling program, the City, as the district's hauler, could assist the schools in setting up a program. The City needs to make the district aware of its recycling requirements, but also needs to ensure that the system is compatible with the City's ability to collect the materials. Representatives from the Department of Public Works should meet with representatives from the school district to discuss a program that will work both for the schools and for the City's collection system. Given the limited staff resources of the Department, it may be useful to contract for services to evaluate the schools, perform waste assessments, work with administration, teachers and students and with the Department of Public Works to determine the best program for the schools. Once the program is determined, the City can apply for Section 902 Recycling Program grant funds to cover the cost of capital expenses (primarily classroom, office, collection, and central storage containers) and educating faculty and students about the program.

As with any commercial or institutional program, there are steps that should be considered during the planning stages. These are contained in Attachment 1—"Developing a Recycling Program at Work" and "Recycling in Schools, Colleges and Universities." The information in these materials can help guide the planning process. Education is particularly important, and there are excellent resources that have been used by other school districts throughout Pennsylvania to excite students about recycling. Of particular note are two companies that have performed extensively throughout Pennsylvania: (1) The Illusion Maker performs magic and ventriloquism with high-energy music that focuses on recycling and related environmental issues. The Illusion Maker may be reached at (570) 587-3464; (2) Timothy Wenk does a combination of magic and theater that focuses on recycling and environmental issues and has been recognized nationally. He may be reached at (413) 243-8295. The costs related to performances of either company are eligible for funding through the Section 902 grants.

MULTIFAMILY RECYCLING

Apartments, condominium complexes and high rise structures that house multiple families present a different kind of challenge for recycling. While such facilities are residential and the occupants generate the same types of materials as those living in single family and units housing four or less families, collection must be managed somewhat more like that of commercial and institutional establishments.

Act 101 requires that owners and managers of multifamily properties provide residents with the opportunity to recycle. Multifamily programs should recover the same materials as are required for the City's curbside program. Managers of these properties are not held responsible for the non-participation of some tenants.

Some of the challenges are:

- Size—Many apartments and housing units in multifamily complexes are small and there is little room for storing materials. Also, many have locations—often dumpsters—where waste is taken for disposal, and may not have sufficient space for separate recycling containers.
- Collection—In most cases, tenants will not be able to simply set containers out for collection on recycling collection day, because many will not have staff that can collect materials from individual residences. This means carrying recyclables to a central location for collection, similar to what is done with waste. Since this may mean an additional trip for many tenants, some may choose not to participate.
- Non-participation—See “Collection” above. It is nearly impossible to monitor participation when multiple tenants are involved, so it is difficult to ensure across-the-board participation.
- Contamination—Because in most cases all materials are taken to a central area to be deposited and there is little or no opportunity to monitor these areas, the probability of contamination—either materials not included in the program or non-recyclable items—being included in the materials deposited in the recycling area is significant. Correcting behavior is difficult when the person or persons introducing contamination is unknown.
- Cost—The cost of waste disposal is generally included in the rent, or in the case of condominiums or cooperatives, in a per unit fee that covers services provided to those living in the complex. Adding recycling, in many cases, may result in higher cost for managing waste generated in these facilities.

CURRENT MULTIFAMILY EFFORTS

Recycling data from two high-rise complexes in Harrisburg—Linden Terrace and Washington Square—is already included in the City's recycling totals. The status of recycling in the other complexes is unknown.

A brief review of multifamily properties in the area yielded the following list of properties in the City of Harrisburg:

Bellevue Gardens/Towers	Pennsylvania Place
B'nai Brith Apartments	Presbyterian Apartments
City Towers	Riverview Manor
Executive House	Towne House
Linden Terrace	Washington Square

All multifamily facilities in Harrisburg will be targeted to implement or improve their recycling programs. Attachment 3 contains an educational piece aimed at multifamily facility managers to help the City in this process.

The City's current recycling ordinance does not appear to contain a requirement for recycling in multifamily complexes. To ensure that any efforts to promote recycling in these facilities is enforceable, the City should consider adding a provision on this to its ordinance

EDUCATION

Educating tenants in multifamily complexes involves two significant challenges: (1) exciting residents and encouraging participation when there is little or no accountability; and (2) keeping up with turnover as tenants come and go. The second challenge is less significant if recycling information is incorporated into the informational materials given to new tenants. The first is more difficult unless materials are somehow collected from individual units, though it is possible to establish some type of incentive program that might encourage residents to participate.

The important information that should be conveyed to tenants is: (1) the requirements—what should be recycled and how it is to be prepared; and (2) where materials are to be deposited. It may be helpful to provide containers that specify acceptable and unacceptable materials and to provide clear, concise signage in the recycling area.

DATA COLLECTION

Assuming recycling is managed much the same as waste collection and disposal—generally under contract to the private sector, managers of multifamily complexes should have little or no trouble supplying the recycling data required by the City. Contracts for the management of recyclables should ensure that haulers/processors that manage the materials are responsible for submitting valid reports that provide recycling data for the complex. Managers of these complexes should receive the same report form that

commercial and institutional establishments receive every year for reporting to the City, and, as with institutions, should be held accountable for reporting the data in a timely manner.

The major difference between the materials collected in multifamily complexes and institutions, businesses, etc., is that the materials are considered residential, rather than commercial. For purposes of data tabulation, materials from these facilities should be counted with materials collected at the curb. This will boost the amount of residential materials that can be used to match with an equivalent amount of commercial materials when submitting applications for the Section 904 Performance Grant awards, which will be discussed later in this report.

SPECIAL EVENTS RECYCLING

Recycling at special events presents an even greater challenge than multifamily recycling. These are events that in most cases involve hundreds or thousands of people, numerous activities, and are spread over a wide area. There is no opportunity for advance education in most cases.

Harrisburg has a particular challenge because it has a great number of special events scheduled throughout the year, plus ongoing sporting events and nearly weekly activities at the Farm Show complex. Little or no recycling occurs at any special events in Harrisburg.

A brief survey yielded the following information about special events in Harrisburg:

<u>City Events</u>	<u>Other Events</u>
Arts Festival (Memorial Day weekend)	Pennsylvania Farm Show (January)
Independence Day	Other activities at the Farm Show complex
Kipona (Labor Day weekend)	• Professional (computer, etc.)
Barge Concert (summer)	• Arts
Holiday Parade	• Agricultural
Winterfest (late Nov./early Dec.)	• Other
New Year's Eve	Harrisburg Senators home games
	Harrisburg Heat home games

These can be broken into three major categories: (1) street or large area activities spread over a large area; (2) contained activities (i.e. located in a specific facility, but which may differ significantly from event to event); and (3) sporting events (usually in a stadium or arena).

STRATEGIES FOR SPECIAL EVENTS RECYCLING

Because no two events are exactly alike, there is no one strategy that will work for all special events. Contained events, such as sporting events or those that take place in the

Farm Show Complex may be somewhat easier, but recycling at special events is never a simple activity. Several basic strategies are discussed below.

Street or Large Area Activities

Planning for large scale annual events like Independence Day or Kipona should ideally begin just after completion of the event, while the experience is still fresh in the minds of planners and participants and to give sufficient time to prepare for the next year's event. Once recycling is carried out at one of these events, the basic strategy can be used and "fine tuned" for other similar events.

This kind of event cannot be managed adequately by a single recycling coordinator. Planning and implementation will require the cooperation and experience of all those who have a stake in the event, so it is best to establish a planning committee that has representation from all of the major groups and activities that will be represented at the event. For the City of Harrisburg, a special events planning committee should probably consist of the following:

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| City special events representative | Vendor representatives |
| Public Works Dept. representative | • Food |
| Sponsor representatives (major sponsors) | • Arts |
| Organizations | • Other |
| • Environmental | End market (who will accept materials) |
| • Volunteer | |

Having representation from all sectors will help in identifying the types of materials generated and in projecting the tonnage/volume of materials that might be expected.

In general, planning should consider the following:

- **Layout**—While there will not be a final layout until much closer to the event, it helps to begin with a general layout/schematic which will help in determining basic placement of containers. These events are usually structured quite similarly from year to year, so there is no need to wait until a final layout is developed to design the recycling program. The layout will play a large role in dictating where containers should be placed, the number and size of containers for different materials, type of containers, how collection will be undertaken, and how to place volunteers and educate the public.
- **Containers**—The choice of containers for special events is extremely important, and can help greatly in determining the success of the program. Some considerations for container selection include: (1) size—large enough to manage large amounts of material without needing to be serviced constantly to prevent overflowing, but small enough that they are easily accessible to the public and do not inhibit the flow of people; (2) restrictive—openings should be designed for the intended materials so as to reduce the incidence of contamination; (3) attractive—recycling containers should be easily recognizable and attract attention, inviting event participants to use them; (4) simple to

service, transport and store—because these containers will probably need to be serviced regularly throughout a several day event, and because it will often need to be done in the presence of crowds, emptying them should be quick, simple, and require little additional space. Also, because most or all of them will not be needed once the event has ended, the containers should be lightweight enough to move easily, designed to maximize the number that can be moved at one time and minimize storage space required, and sturdy enough to withstand regular movement.

- **Collection/Hauling**—City collection crews have managed collection of waste from these events, and it is expected that these crews would also be responsible for collecting recyclables. The placement of containers should be planned with collection in mind. The space available will dictate the method that must be used to collect the materials from the event site. The City does not process recyclables, and has been delivering curbside materials most recently to Fairfax Recycling in Palmyra. The method chosen for managing materials from special events would need to be compatible with Fairfax or whatever entity is used for the processing and marketing of materials. One strategy to consider is to get such a facility to become an event sponsor and contribute the processing and marketing of recyclables in exchange for recognition at the event.
- **Education**—While the public will certainly need to be educated on how to recycle at special events, generators (vendors) will need to be educated about how to manage the materials they generate and to assist the public, and Public Works personnel will need to be trained on how to collect and transport the materials. With the vendors, information/education materials can be distributed with permits/materials supplied to them when they register for the event. Public Works crews will need to meet and be trained prior to each event.

With vendors, educational materials provided with permits also present an opportunity to present waste reduction concepts. For example, vendors could be encouraged to serve beverages in recyclable rather than disposable containers, serve condiments in refillable containers rather than single serve packets, or give discounts to members of the public who supply their own containers for beverages.

Separate flyers or other recycling-specific stand-alone documents are not very practical for special events. The best methods for educating the public include providing recycling information in programs and other materials that are handed out to everyone, good signage, and having volunteers to assist and instruct persons attending the event. Volunteers have been used in such events with good success. For example, the Boy Scouts/Girl Scouts assist in Penn State's successful tailgate recycling program.

Sporting Events and Multiple Use Facilities

In facilities such as the Farm Show complex and Riverside Stadium, it may be best to consider placement of permanent containers for the collection of recyclables from the public. Any containers placed in these locations must be of sufficient size to accommodate

the amount of material expected, and must be of a design to minimize contamination. They must also be conveniently placed to maximize use and well labeled and attractive to discourage confusion with waste containers. It is probably easier to place one container for commingled recyclables (metals, glass and plastic containers) at these types of locations.

Signage is extremely important for any containers of this type. "Rules" for usage should be simply and clearly stated and the information should be placed strategically with any containers used. It may also be beneficial to work with individuals and organizations that use these facilities (league officials for sporting events, or event organizers for events at the Farm Show complex) to obtain cooperation and assistance in getting spectators/attendees to recycle at these locations. Assuming that there is some type of contract for users of the Farm Show complex, recycling requirements should be made a provision within the contract.

Because space will probably be an issue, it may be best to plan for the use of a single container for commingled materials. The basic options are cluster or multiple material style containers, and Toters or Toter-type containers. Another option would be specially fabricated containers using 55-gallon drums with lids having openings that will only accommodate bottles and cans easily, though these are not as attractive and many may equate them with garbage or burning garbage.

Cluster/Multiple Material Containers

The cluster-style and special multi-material containers are very attractive, compact and designed to minimize contamination. They are relatively easy to service, though they must be serviced manually. The greatest drawback is probably cost, though capacity is somewhat limited as well.

There has been a recent development that may be of interest. There are now containers available that carry advertising space. The advertising revenues are used to fund placement and servicing of the containers. This option would help to limit the costs to users of the stadium or Farm Show complex for adding recycling to their many other duties.

Toter or Toter-style Containers

Toter/Toter-style containers are attractive and compact, and can accommodate reasonable volumes of material. They may not protect as well against contamination as the clusters, but can be configured in ways that should minimize contamination. These containers are easy to move and service, and can be serviced either manually or using a vehicle designed to lift and empty them.

Specially Fabricated Drums

Fifty-five gallon drums that are specially outfitted for the collection of recyclables may be a reasonable option for collection in heavy use areas. Assuming they are designed properly, they can be attractive, and they are compact and can accommodate reasonable volumes of material. If the lids are designed properly, they can also minimize contamination. These

containers would need to be serviced manually. They should be sturdy enough to withstand heavy usage.

The drawback is that they may be perceived as waste containers, since they are often used for waste. An advantage, however, is cost—55-gallon drums can usually be obtained at a very reasonable cost, and can be modified as necessary to be used for recycling.

It should be noted, however, that the public is not the only generator of recyclables at sporting events and conventions. As is true for large-scale street events, vendors and event organizers usually generate significant amounts of corrugated cardboard. The advantage is that permanent collection areas can be established within the stadium, Farm Show, or similar complex for the collection of cardboard, and users can be instructed on preparation and placement of these materials. Management of this material as a recyclable item rather than as disposable should not place a heavy burden on the vendors or organizers.

GRANT FUNDING

Harrisburg has the potential to qualify for significantly more funds through the Section 904 Performance Grant. Improved collection of institutional, multifamily and special event data (as well as commercial data) under the new grant formula could potentially result in the significantly greater grant awards. The extent to which the City could benefit is illustrated in a separate report on commercial recycling.

The City could also take greater advantage of the Section 902 Recycling Program Grants to prepare, print and distribute educational materials and obtain equipment for the schools and for special events. These grants require only a 10 percent match, all of which could be personnel time and in-kind expenses with little or no cash outlays. The City could contract for most services, so the main contribution would only need to be contribution of personnel time to oversee the work.

CONCLUSIONS

- The City of Harrisburg does not have good information on the status of recycling in institutions and multifamily complexes.
- The City has not implemented recycling at any of the City-sponsored special events and sporting events, and it appears that there is no recycling at events held at the Farm Show complex.
- There is no recycling program in the Harrisburg City Schools.
- The City's recycling ordinance does not include a provision to require recycling in multifamily complexes.
- While annual reporting forms are sent to institutions each year, most do not respond and there has been no enforcement to encourage greater compliance.

- The annual reporting form is not “user friendly,” which may discourage institutions and managers of multifamily complexes from completing it. Also, institutions and multifamily complex managers are only asked to provide information for three materials—office paper, corrugated cardboard, and aluminum cans. This is clearly not adequate for multifamily complexes, which collect residential materials that include glass, steel and plastic containers. Also, the City is not getting information from institutions on other materials that would be beneficial in calculating the City’s recycling rate and would contribute toward commercial/institutional tonnage that is not eligible for award under the state’s Section 904 Performance Grant program.
- The only public education aimed at institutions and multifamily complexes is the annual report form sent by the City each year. This form is not an adequate educational piece by itself. There are no educational materials available for special events.
- There are actions the City could take that would dramatically increase the award available through the Section 904 Performance Grant program.

RECOMMENDATIONS

- The City should use the annual reporting form provided in Attachment 2 in future years to collect annual recycling data and to obtain more complete information for institutions and multifamily complexes in the City.
- The City should enforce the requirement for institutions and multifamily complexes to submit reports, but should also implement a data collection program that helps to streamline the process and allow for more complete collection of data. The City should request data directly from haulers, brokers, and property managers, and should require that they submit customer lists with the data. The City should consider hauler licensing or changes to its ordinance to require these entities to submit both data and customer lists.
- The City should implement a comprehensive education program for institutions and multifamily complexes, beginning with the use of materials provided in Attachment 1. Ideally, the City should hire a person dedicated to improving the City’s recycling program who could provide information and technical assistance to institutions and multifamily complexes and who could establish a comprehensive data collection program. This position could be justified given the potential for additional grant awards as illustrated in this report.
- The City should perform a comprehensive review of its recycling ordinance, but at a minimum it should revise the ordinance to include a provision that requires multifamily complexes to implement recycling programs.
- The City should work with the Harrisburg City Schools to plan and implement a recycling program, and should consider applying for a Section 902 Recycling Program

grant to purchase equipment/containers and pay for an education program in the schools.

- The City should establish a task force or similar group to implement recycling at City-sponsored street events.
- The City should notify the managers of Riverside Stadium and the Farm Show complex that they are responsible for establishing recycling programs in these facilities.
- The City should apply for Section 902 Recycling Program funding to purchase equipment needed for City-sponsored events and for Riverside Stadium. The City should consider working with the Farm Show complex to obtain grant funding for equipment needed to establish recycling at this facility.

Materials recycled in institutions and multifamily complexes could benefit the City financially when used to obtain funds through the Section 904 Performance Grant program. Implementing recycling programs at special events and sporting events could raise the visibility of recycling and establish the capital city as a leader in the state's recycling efforts.

Sincerely,
R.W. BECK, INC.

Sandra L. Strauss
Environmental Analyst

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