



City of Inglewood

DRAFT SOLID WASTE MANAGEMENT REPORT & PLAN OF ACTION *Fiscal Year 2003-2004*

This draft report is organized and prepared in two 'Parts'. **Part 1** of the report describes its basic rationale, approach, strategic considerations and options available to the City of Inglewood regarding its solid waste management policies, practices and service delivery program. This section of the report goes into considerable depth to characterize the City's solid waste stream; and, makes sweeping comparisons of the City's costs and services compared to those of other cities throughout the County of Los Angeles, and our South Bay region.

Part 2 of the report centers upon the City's present solid waste service program and its present service provider, Waste Management of Los Angeles (WMLA). It is here in the report that staff deliberates the relative merits of our current program, and sweeping changes proposed by staff to lower the City's present disposal costs, while substantially increasing its waste diversion rate and level of service for the coming years ahead. At this point in the report staff presents its recommendations to the Mayor and City Council as to the advantages of implementing these sweeping changes or to weigh the costs and time necessary to completely restructure our solid waste management service approach.

PART 1

This Report

It's not difficult to apprehend that garbage is a necessary by-product of our every day lives. As long as we produce, distribute and consume goods and services, we will generate and dispose of waste. Sound obvious and simple enough? Well no, it's not at all so simple a matter these days. We find ourselves in a more environmentally conscious and regulated world. Once a very conventional thing to do, today it is far more complex and, therefore, involved and costly. The City's solid waste management practices must now move from conventional storage, collection and disposal practices to managing its municipal solid waste by methods that reduce or eliminate their negative impacts on the environment. There are negative impacts, and they are not just limited to our community, but our region, the county and state. So much so that the City can be held liable for not taking appropriate measure to control and divert its waste stream. In fact, present federal and State laws mandate that the City's solid waste management methods must not only minimize the impact on the environment, but also comply with strict handling and disposal requirements. To meet these mandates, the City is now forced to balance its overall costs and benefits of waste management, while reducing the amount of waste that it sends to landfills.

This report is first concerned with the rationale on which our present and future waste management services are based; and, second, the specific issues surrounding our solid waste management practices. The report defines our municipal solid waste characteristics and differentiates them between other cities and our immediate neighbors, and our recycling, waste reduction and diversion goals. The report stresses that our City must clearly define its waste management objectives, service mix and level of service; and, that these objectives should be

reflected in our service provider's scope of work, paying particular attention to recycling, waste reduction and the City's mandated diversion rates (established by the State of California Integrated Waste Management Board) to meet our new waste handling mandates.

The report takes into account the distinctive demographic features of our community, and those of other cities. Such features actually drive the make-up and character of service delivery and, therefore, vary greatly from city to city. Despite these variances, we can turn to community demographics to review our past and present handling of waste materials, as well as predict waste generation in the future...giving ample data on which to plan and finance our service programs.

Government regulatory agencies and the waste industry continue to debate which variables are most influential on a City's waste program. Yet there tends to be a consensus across the board that reliance on demographic variables is best when predicting generation of waste, including population, population density, residential and commercial mix, median family income, household size, business tax generation, etc. Some regard data such as persons per household, as well as less conventional indicators as home lot size, number of households with air conditioners and even the community's annual average temperature as important predictors.

This report includes a good deal of this data to better appreciate and understand the City's waste management challenges, and serves as an important basis on which to shape and form our future waste management services structure and provider contract.

WASTE DISPOSAL NEED NOT BE CONTROVERSIAL AND RISKY

Throughout the nation public officials are involved in a range of controversies associated with waste disposal. The controversies derive from the ever-growing generation of household and commercial waste; over the means of disposal; their associated costs; and, environmental impacts. Issues involving the handling, diversion, recycling, storage and disposal of waste materials can transform the environment or political and social affairs of a community.

By and large, when viewed in the larger context of good waste management decision-making taking place elsewhere, these controversies tend to be the exception rather than the rule. Despite occasional and tempestuous news reports, environmentally conscious and prudent fiscal planners continue to show that the political, environmental and financial costs of solving waste generation and disposal can be minimized and is avoidable. It is apparent in these circles that deliberate planning, good judgment, committed management and adequate resources spent in waste minimization are productive and avoids much risk and liabilities in the future, thereby, promoting good government practices and economic growth while improving environmental quality.

In order for the Inglewood Public Works Department to comply with long-standing environmental policies and regulations of waste disposal minimization and diversion, we needed access to information about the City's past and present waste stream performance, service strategies, risks and liabilities, disposal rates, and practical alternatives that would produce beneficial, concrete service and cost results. We examined these factors closely, and then compared them to other cities throughout the State, Los Angeles County and, in particular, the South Bay region.

Much of what we examined is presented by this report in detail, and serves as the fundamental starting point for our recommendations outlined in **Part 2** of this report.

OUR APPROACH

Our objective or approach to examining our waste disposal alternatives is built around four key municipal responsibilities as we view them in this regard:

- Fulfilling the waste disposal needs of Inglewood customers,
- Improving the cost-effectiveness of service delivery,
- Minimizing financial risks and liabilities to Inglewood, and
- Promoting environmentally sound programs of disposal and recycling.

Our examination focused on improvements to Inglewood's existing waste program, plus new federal and State initiatives and legal obligations for local waste management. For the foreseeable future the City must:

- Expand its waste diversion and recycling programs, or face punitive State fines and other penalties;
- Initiate efforts to encourage the waste reduction efforts of Inglewood residents and businesses in order to minimize and control the City's waste disposal costs; and,
- Safeguard Inglewood from risks, liabilities or litigious claims associated with the storage, transfers or landfill disposal of Inglewood waste materials.

Throughout our contract review process the Department adopted several guiding principles:

- To keep Inglewood's neighborhoods clean and safe through partnering,
- To minimize and freeze the City's current waste disposal costs, in spite of needed program expansion, and in light of the City's fiscal constraints,
- To turn discarded resources into jobs instead of trash,
- To increase waste reduction and resource conversion,
- To recycle 50% of all waste generated in Inglewood by 2004, as mandated by the State. *[The State's mandate to local jurisdictions to "reduce, reuse, and recycle" is strengthened by harsh penalties for those who chose to ignore them. Already the State has issued Inglewood warnings and, on appeal, then granted an extension to ensure compliance. Punitive fees for failing to do so can be set as high as \$10,000 per day.]*
- To increase the efficiency, fairness, convenience, and accessibility of waste services to single and multi-family residences, and future business base,
- To increase consumer responsibility for sustainable waste management practices.

PROGRAM CONSIDERATIONS AND STRATEGIES

Achieving the above was examined in light of considering the factors and options ahead of the City and outlined below.

MAJOR CONSIDERATIONS

1. The current contract with Waste Management expires in 2004.
2. New waste diversion and recycling services are needed by 2004 to meet the State's 50% waste diversion goal.
3. The City has withheld Waste Management rate adjustments since December 1998, estimated at approximately \$2.4 million, and payment must be resolved.

STRATEGIES

<i>Options ?</i>	<i>A) Renegotiate</i>	<i>B) Seek Competitive Proposals</i>
Key Advantages	<ul style="list-style-type: none"> • Elimination of existing contract issues and achieves expanded services, as condition of new agreement. • Avoids service provider transition and service interruptions. • Less costly. • "Lower profile" strategy 	<ul style="list-style-type: none"> • Ensures competitive shopping opportunity. • High response probable. • Could achieve a new franchise agreement that maximizes services benefits to the City.
Procurement Schedule	3 to 6 months for negotiations and revision of franchise agreement	9 months for competitive process
Transition Time	3 months for new services	6 months for new contractor
Costs	\$35,000 (excluding costs related to resolving existing contract issues)	\$100,000 (reimbursed by successful contractor)

However, before seriously discussing these issues and scrutinizing the relative merits of these options, and staff's recommendations, it will be first necessary, as well as helpful for our average citizen, to know and understand what factors impact our services and costs, how they relate as a function of the City's disposal rates, and how we compare to the level of services and rates of other cities.

WHAT IS INCLUDED IN OUR MUNICIPAL SOLID WASTE?

We believe that planning and developing a successful waste management program for Inglewood's future requires accurate up-to-date information about our community's waste profile—what types of waste are generated, in what quantities, and how much of it can realistically be prevented through source reduction and collected for recycling.

The type of waste management services either wanted or required will help determine the degree of detail needed in for waste characterization and help to decide the range, magnitude and affordability of these services and their relative costs.

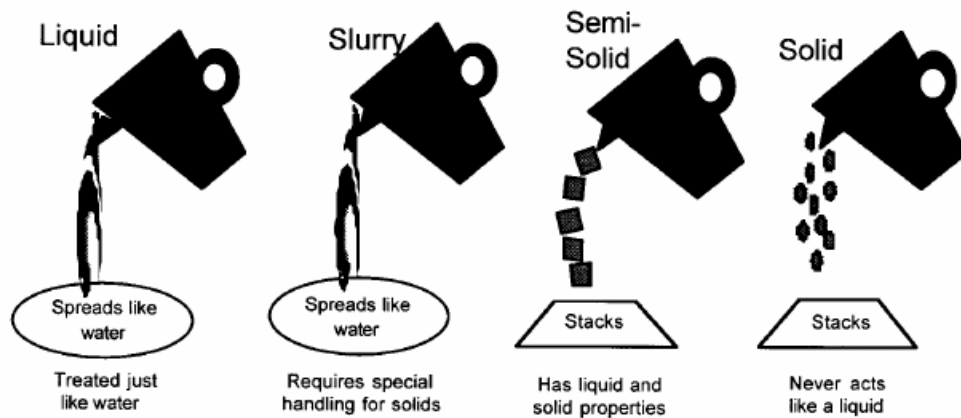
No matter which waste management approach, or combination of approaches, our community decides to adopt, a variety of data must be collected and analyzed before the service program can be implemented. Our community's goals and the scope of services must be set. The community must also understand its current and future waste generation profile in order to plan and finance an efficient and economical program for tomorrow.

To be as thorough as possible, we have identified, assembled and reviewed a plethora of information to allow the community and our policy-makers to accurately budget for the City's future waste disposal needs, making it possible to design appropriately sized services, and allow the community to better assess these services successfully after it is implemented.

This report contains the latest data in a series of State and private publications describing the City of Inglewood's waste stream based; data collected from 2000 through the present. The historical perspective provided by the data is useful for establishing trends in types of municipal solid waste generated by the City and in the ways that it is presently managed, and should be managed in the future.

The various *Tables* and *Illustrations* that follow includes specific information on the City's:

1. Solid waste generation, recovery, and disposal;
2. Per capita generation and discard rates by residents and businesses;
3. Source reduction (waste prevention) efforts; and, more interestingly,
4. Materials (e.g., paper, glass, metals, plastic) that comprise the City's waste stream, as well as products (e.g., durable and nondurable goods, containers, packaging) found in our waste stream. Materials can be simply classified as illustrated below.



How Does Inglewood Stand Up To Comparisons?

As we mentioned above, the cornerstone of successful planning for our waste management program is reliable information about the quantity and type of material being generated and how much of that material collection we can expect to prevent or capture. Without a good idea of the quantities that can be expected, decisions about our services, service processing, equipment and other needs cannot be reliably made. This also and especially includes decisions regarding the volume waste items to target for source reduction and recycling and gives baseline data for assessing whether our needs, goals and cost expectations can be achieved, within our limited resources.

To this end, we have also compiled the most recent data available from other cities around the State, Los Angeles County and, in particular, the South Bay region to know and better understand how Inglewood compares or performs with respect to other communities and its neighbors. We have compared their waste generation, services and costs against our own.

Although such comparisons can be useful, they can also be misleading if not placed within the proper context. Especially deceptive are rate/cost comparisons. Why? As one reasonable observer might surmise, no two cities are alike...in any respect. Population size and densities, socio-demographic characteristics and economic indicators of all sorts vary greatly...but have an

undisputable affect on a city's waste stream characteristics; service programs; costs and disposal rates. Service needs and affordability can range widely from one community to the next. Despite the variances among cities, there are comparisons that can be made, and relationships intuitively or empirical grasped from these comparisons.

Our Comparative Data

The various *Tables* that follow provide a sweeping look at our solid waste characteristics and at other related comparisons, such as generation, services, diversions rates, etc. [The reader is encouraged to reference *Appendix A* for detail definitions and descriptions of the various terms and categories referred to in the *Tables*.] Here is a *precautionary note*: Our data derives from a variety of sources, compiled in a variety of ways, over varying time periods. We have made every attempt to ensure the data is consistent, tying together, so as to be reliable and not to confuse the reader. The reader may find differences, but taken together, we believe that our work is as consistent as we can possibly present it for the purposes of this report.

- **Table 1** depicts data regarding the City's *Overall Residential Waste Stream By Material*.
- **Table 2** shows data regarding the City's *Overall Commercial Waste Stream By Material*.
- **Table 3** contrasts *Residential Disposal For Cities With Similar Populations & Tonnage*.
- **Table 4** compares *Countywide* disposal tonnage, by city.
- **Table 5(a)** describes the City's present *Diversion Rate* trends and future goal requirements.
- **Table 5(b)** describes the relative trends and success of Southern California cities toward achieving State mandated *Diversion Rates*.
- **Table 6** provides comparative data on the *Residential Programs* of L.A. County cities.
- **Table 7** lists the *Residential Rates* of L.A. County cities [from lowest to highest rate].
- **Table 8** is actually a compilation of the waste characteristics and rates of each South Bay city, beginning with Inglewood, and then followed by its neighbors in alphabetical order.

We encourage the reader to examine each of these tables to gain a better understanding and appreciation for the magnitude of waste management variables, and the rich and varied nature of service delivery and their associated costs.

What Does This Data Say About Inglewood?

The following tables and charts clearly reflect the current characteristics of the City's solid waste stream, sector by sector, item by item, and provides perspectives on the challenges, trends, and changes that affect our ability to effectively manage the waste produced by our community.

These solid waste statistics helps us to better understand the business of solid waste management. The tables are to design specifically to help identify disposal changes, understand the strategies and tactics, which produce superior results, in terms of diversion options and concentration of resources and newly developed services.

The City's profile and the data relating to the City's waste stream reveals a clear and distinct depiction of both residential and commercial waste streams composition and shows exactly what types of material is being discarded and from which sector these items originate. The 'use disposal characteristics' of the City's waste stream allow us to critically examine a number of factors that contribute to waste.

[Note: All waste in the State of California is subject to AB 939, which requires 50% of trash generated in a jurisdiction to be recycled. It becomes imperative that we begin managing waste from its point of generation as to avoid systematic disposal into a landfill, and comply with State mandates.]

The information that has been gathered and tabulated here allows us to garner a practical interpretation of the types of materials found in the City's disposal composition. Just as each jurisdiction is unique in its size, citizenry, social and economical makeup, these variables also remain true when looking at waste produced and disposed from each city. Factors such as housing ratios, family size, pounds of waste disposed per household, access and availability to waste diversion programs all contribute to what it is we find in the overall disposal findings.

INGLEWOOD RESIDENTIAL WASTE. In order to appropriately address the waste stream as a whole, we must first bifurcate our waste producing sectors. The first being the *Overall Residential Waste Stream by Material Type*, as exhibited in Table One (1) of this report.

The material types represent the disposal habits of our residential population. Item types include: paper, glass, metal, plastic, other organic material, construction and demolition, household hazardous waste, special waste and mixed residue.

In the City of Inglewood, ***other organic materials*** which includes items such as food, leaves and grass, make up an enormous **45%** of all waste typically disposed of by single or multifamily residents. This means our grassy areas and tree-lined streets contribute to the largest and most common found component of our disposal stream. Of the 45% we find in organics, **food** waste makes up **17%** of that figure. Food has increasingly become an intimidating challenge to waste diversion, and particularly here in Inglewood, due to a transient lifestyle (derived from data on multi-family dwellings) and the prevalence of fast-food establishments. We find that food here in Inglewood has a significant impact in terms of 'what's going to waste'.

With residential waste, as can be expected in most active metropolitan regions, the population reaches for newspaper, ***miscellaneous paper goods***, for a summary of current affairs and local happenings. These paper periodicals, being dispensed of once circulated and read, are often readily found in our summary on Table One, representing **27%** of Inglewood's waste by-product.

HDPE and PETE are acronyms for High Density Polyethylene – and Polyethylene Terephthalate plastics, respectively. They also represent Inglewood's ***third largest material type*** disposed of by residences, and despite continuing efforts to encourage the redemption and reuse of plastic containers and items, many of these materials end up in our waste stream, indicating an area of focus when it comes to reducing this nearly **9%** constant in the overall contribution to our recorded disposal stream.

A noteworthy **10%** of Inglewood's residential waste derives from ***Construction and Demolition Waste and Metals*** such as tin and steel cans. As expected, this number increases exponentially during better economic times. Yet, even after extrapolating anomalies with respect to recent building activity based on the economy, this 10% of the waste stream warrants attention.

Nevertheless, Construction and Demolition waste in Inglewood is and should be recognized as a positive activity for the City. It represents property or investor interests, neighborhood revitalization, and an overall value to the community at large. It represents, without a doubt, millions of dollars in potential tax based revenue, with the probability of providing jobs, housing and improved transportation throughout the City. Thus, enhancing the quality of life for the people who live, work and play in the City of Inglewood.

As with all of the amalgamated material types, construction and demolition, along with metals, are easily identifiable when examining our City's waste characterization. The challenge manifests itself in developing and implementing organizational policy backed by sustainable programs to limit these and other types of waste.

Situated within just 9 square miles, our reported combined total of 39,000 housing units dispose of 48%, or 57,000 tons, of the overall waste deposited at landfills. As we scrutinize the source of this tonnage, we find the average resident disposes of three (3) pounds of waste per day. Given our populations density, this sector is a significant contributor to our waste stream, placing the City among the *top percentile* of disposal for this region.

Given such information as contained in the tables with respect to our residential disposal, the facts remain lucid as to why the City must secure the enhanced services that will allow the capture and diversion of materials that presently end up in landfills, and preclude our compliance with the waste reduction law, AB 939.

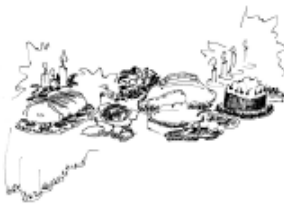
COMMERCIAL WASTE. The economic lifeblood for many cities is their commercial and industry sector. Inglewood is among those cities with millions of goods being produced, sold and shipped through the City's corridors. Its vitality and economic outlook remains hopeful due in part to the strides the City has made to become more viable for business grow; however, with growth comes increased consumption and subsequent waste.

This waste must be processed much more diligently than residential waste. The sheer volumes and types of waste make handling commercial waste very demanding, because it can accumulate at much higher rates than household types. Commercial waste must be subject to civic regulations that call for stipulations that can vary the number of collections in a given week to the specific locations of disposal for qualified load types.

In the City of Inglewood, local businesses disposed of **62,000 tons** of waste in landfills. Employees of those same organizations produced *8 pounds* of waste per day, compared to the *3 pounds* produce per day by each residence.

- *FOCUS ON SPECIFIC TYPES OF COMMERCIAL WASTE*

As we examine the *Overall Commercial Waste Stream By Material Type*, contained in Table 2, the City's commercial waste characterization outlines the challenges we face to increase diversion amongst our friends in the commercial and industrial sector of our community.



Increasing the City's recycling rate is needed where most of the trash is generated. Therefore, our Solid Waste and Recycling staff decided to focus on paper and commercial organics.

The commercial sector makes up **52%** of the waste going to the landfills. Waste composition studies conducted by the State Department of Integrated Waste Management Board, show that paper, food waste, food contaminated paper and waxy corrugated cardboard made up the largest segment of commercial waste that has no recycling system. Based on these studies, the City has identified **40,000 tons** of paper, food waste and food-contaminated paper in the City's commercial waste stream.

Unlike cardboard or scrap paper, food waste production is concentrated in two major, and several minor, types of businesses: restaurants, grocery stores, food processors and wholesalers, bakeries, caterers, large hotels, and institutions such as hospitals or school districts.

The universal waste hierarchy is "reduce, reuse, recycle, compost, recover energy, and landfill." Food waste can be made into a number of marketable products including compost, animal feed, or biogas. Instead of focusing on only composting, we are putting energy into reducing the amount of wasted food, increasing the amount of edible food that is diverted to hungry people, and diverting less-edible food to animals.

Materials such as plastics, and construction and demolition (C&D), present their own challenges respectfully. C&D is any waste from construction, remodeling, repair, cleanup, or demolition activities. C&D debris includes: asphalt, concrete, brick, lumber, gypsum wallboard (drywall), cardboard and other packaging, roofing material, ceramic tile, carpeting, plastic pipe and steel. C&D debris is often mixed with rock, soil, tree stumps, and other vegetative matter from land clearing and landscaping from construction or land development activities. This type of material makes up 8% of the commercial waste stream. A plan to address this current disposal would help the City comply with legislative regulations. *One reasonable approach that appears to be catching on in Los Angeles County, is establishing building permit requirements, along with adding ordinances to the Municipal Code to assist contractors in hauling the recovered material to designated process centers, where the City would receive diversion credit.*

As with any successful recovery, plastic -- like any material -- requires an infrastructure that can remove plastic from the source or consumer and back into use as new products. The plastic recycling infrastructure has four parts: collection, handling and reclamation and re-use. *At nearly 10% of our commercial waste stream, much of this type of debris that is not recycled can readily be done so by implementing a hauler serviced curbside recycling program for businesses in the City of Inglewood.*

IS COMPARING INGLEWOOD TO OTHER CITIES FAIR? Looking at the data contained in Table 3, for residential and nonresidential disposal for cities with similar populations and tonnage, *Inglewood residents lead the way in disposal in pounds per resident, per day.* A number of factors may contribute to this staggering find, such as a highly transient population, older and well-established homes and businesses and larger family sizes. It clearly reveals that these residents and businesses need an alternative to placing recyclables in the trash.

Table 5 (a) shows remarkable improvement in the City's waste diversion rate as we move toward achieving the required 50% diversion target set by the State. The City's Environmental Services Administrator testified before the California Integrated Waste Management Board (State Board) and appealed the City's justification for a time extension in order to meet the targeted diversion rate. Staff outlined the progress and presented a written report detailing Inglewood's strategy to develop and implement plans that would secure the additional percentage needed to sustain a recycling level equal or greater than 50%.

The State Board granted the City an extension to December of 2004. Our time to comply is fast approaching. We know the time required for programs to fully mature takes anywhere from 9 to 12 months. *It is imperative that we begin the process to secure the enhanced services and benefits that will allow enough time to experience and report our compliance to the State Board and avoid costly fines. The fines for non-compliance are currently set at \$10,000 per day.*

Table (5b) illustrates that Inglewood sits among a number of jurisdictions working toward meeting the recycling goal. **Table (6)**, details the residential programs concerning refuse and recycling collection. Most cities in Los Angeles County employ a fully automated system to ensure efficiency, less contamination and greater control over the disposal and reporting process.

Residents in Inglewood currently pay some of the lowest rates in the South Bay and Los Angeles County. With respect to the amount of waste generated and disposed by residents, the rate appears to be more than competitive in today's economy.

Table (7) shows Inglewood listed as **number 12 of 87 jurisdictions**. *A plan to expand the current service levels to include curbside recycling would see those same residential rates remain unchanged, while providing the residents a greater level of environmental services.*

It is clear after analysis of the waste stream, that the raw by-products and post consumer waste generated warrants a comprehensive recycling program that addresses the City's paper, plastic, metals, and glass. With special attention given to the excessive amounts of food and green waste generated from the populous. A curbside program is apparent given its ability to provide a means for residents and businesses to recycle their waste.

As the City moves forward to meeting the Federal, State and local regulations governing the disposal of waste, additional enhanced programs will allow the City to build sustainable programs that will move us beyond our present achievements and allow us to stay ahead of the legislative trends that will call for greater diversion in the future.

TABLE 1

INGLEWOOD: OVERALL RESIDENTIAL WASTE STREAM BY MATERIAL TYPE

The table below shows the estimated composition of waste typically disposed by single family and multifamily residences. [See Definitions In Appendix A]

Material Type	Single Family Est. %	Single Family Est. Tons	Multi Family Est. %	Multi Family Est. Tons	Overall Residential Est. %	Overall Residential Est. Tons
Paper	26.3%	10,300	30.6%	3,204	27.4%	13,618
Uncoated Corrugated Cardboard	3.0%	1,158	3.1%	320	3.0%	1,482
Paper Bags	1.0%	381	0.9%	98	1.0%	478
Newspaper	5.2%	2,043	10.1%	1,058	6.5%	3,230
White Ledger	0.6%	253	0.5%	47	0.6%	295
Color Ledger	0.1%	27	0.1%	6	0.1%	32
Computer Paper	0.0%	17	0.0%	1	0.0%	17
Other Office Paper	1.3%	491	0.5%	56	1.1%	528
Magazines and Catalogs	2.0%	797	1.8%	192	2.0%	984
Phone Books and Directory	0.3%	117	0.8%	80	0.4%	210
Other Miscellaneous Paper	4.6%	1,807	5.2%	542	4.8%	2,363
Remainder/Composite Paper	8.2%	3,209	7.7%	803	8.1%	3,998
Glass	3.1%	1,231	6.5%	682	4.0%	2,002
Clear Glass Bottles and Containers	1.6%	614	3.2%	337	2.0%	995
Green Glass Bottles and Containers	0.5%	190	1.3%	135	0.7%	346
Brown Glass Bottles and Containers	0.7%	267	1.3%	133	0.8%	415
Other Colored Glass Bottles and Containers	0.0%	9	0.0%	0	0.0%	8
Flat Glass	0.0%	8	0.1%	6	0.0%	16
Remainder/Composite Glass	0.4%	143	0.7%	71	0.4%	222
Metal	4.3%	1,688	5.5%	576	4.6%	2,295
Tin/Steel Cans	1.4%	542	1.3%	139	1.4%	679
Major Appliances	0.0%	0	0.0%	0	0.0%	0
Other Ferrous	1.0%	399	1.5%	152	1.1%	563
Aluminum Cans	0.4%	140	0.4%	45	0.4%	186
Other Non-Ferrous	0.3%	108	0.3%	33	0.3%	142
Remainder/Composite Metal	1.3%	500	2.0%	207	1.5%	726
Plastic	8.7%	3,424	9.1%	955	8.8%	4,389

TABLE 1

HDPE Containers	1.0%	376	1.5%	157	1.1%	548
PETE Containers	0.6%	222	0.8%	80	0.6%	307
Miscellaneous Plastic Containers	0.8%	322	0.8%	82	0.8%	403
Film Plastic	4.2%	1,648	4.3%	445	4.2%	2,094
Durable Plastic Items	1.0%	401	0.8%	89	1.0%	485
Remainder/Composite Plastic	1.2%	453	1.0%	103	1.1%	552
Other Organic	45.7%	17,885	43.1%	4,506	45.0%	22,323
Food	17.4%	6,818	27.2%	2,845	20.0%	9,922
Leaves and Grass	12.7%	4,991	4.2%	435	10.5%	5,200
Prunings and Trimmings	3.3%	1,301	0.3%	35	2.5%	1,257
Branches and Stumps	0.1%	29	0.0%	0	0.1%	27
Agricultural Crop Residues	0.0%	0	0.0%	0	0.0%	0
Manures	0.0%	0	0.0%	0	0.0%	0
Textiles	2.6%	1,027	2.0%	205	2.4%	1,215
Remainder/Composite Organic	9.5%	3,719	9.4%	986	9.5%	4,703
Construction and Demolition	5.5%	2,169	1.5%	159	4.5%	2,222
Concrete	0.3%	116	0.0%	0	0.2%	108
Asphalt Paving	0.0%	11	0.0%	0	0.0%	10
Asphalt Roofing	0.0%	7	0.0%	0	0.0%	7
Lumber	1.7%	677	0.6%	63	1.4%	710
Gypsum Board	0.8%	300	0.1%	6	0.6%	288
Rock, Soil and Fines	1.7%	663	0.2%	18	1.3%	641
Remainder/Composite Construction and Demolition	1.0%	395	0.7%	71	0.9%	457
Household Hazardous Waste	0.3%	122	0.4%	37	0.3%	160
Paint	0.2%	80	0.3%	27	0.2%	109
Vehicle and Equipment Fluids	0.0%	0	0.0%	0	0.0%	0
Used Oil	0.0%	2	0.0%	0	0.0%	2
Batteries	0.1%	28	0.1%	9	0.1%	38
Remainder/Composite Household Hazardous	0.0%	12	0.0%	1	0.0%	12
Special Waste	0.8%	321	2.4%	252	1.2%	615
Ash	0.0%	15	0.1%	12	0.1%	29
Sewage Solids	0.0%	0	0.0%	0	0.0%	0

TABLE 1

Industrial Sludge	0.0%	0	0.0%	0	0.0%	0
Treated Medical Waste	0.0%	3	0.0%	0	0.0%	3
Bulky Items	0.5%	188	0.2%	23	0.4%	204
Tires	0.1%	35	0.8%	81	0.3%	134
Remainder/Composite Special Waste	0.2%	80	1.3%	136	0.5%	245
Mixed Residue	5.1%	2,015	0.8%	85	4.0%	1,985
Mixed Residue	5.1%	2,015	0.8%	85	4.0%	1,985

Last updated: August 14, 2003

Source: California Integrated Waste Management Board

TABLE 2

INGLEWOOD: OVERALL COMMERCIAL WASTE STREAM BY MATERIAL TYPE & %

The table below shows an overview of the disposed waste stream for the entire commercial sector with all the businesses combined. [See Definitions In Appendix A]

Material Type	Annual Disposal Tonnage	% Of Commercial Stream
Food	9,891	18.2%
Remainder/Composite Paper	6,770	12.5%
Uncoated Corrugated Cardboard	3,572	6.6%
Film Plastic	2,529	4.7%
Leaves and Grass	2,501	4.6%
Remainder/Composite Organic	2,414	4.4%
Other Miscellaneous Paper	2,312	4.3%
Lumber	2,094	3.9%
Newspaper	2,025	3.7%
Remainder/Composite Metal	1,513	2.8%
White Ledger	1,429	2.6%
Textiles	1,321	2.4%
Other Ferrous	1,266	2.3%
Bulky Items	1,175	2.2%
Other Office Paper	1,126	2.1%
Magazines and Catalogs	1,020	1.9%
Durable Plastic Items	832	1.5%
Remainder/Composite Plastic	813	1.5%
Gypsum Board	784	1.4%
Clear Glass Bottles and Containers	663	1.2%
Remainder/Composite Construction and Demolition	591	1.1%
Tin/Steel Cans	495	0.9%
Rock, Soil and Fines	474	0.9%
Prunings and Trimmings	465	0.9%
HDPE Containers	418	0.8%
Remainder/Composite Special Waste	407	0.7%
Paper Bags	378	0.7%
Remainder/Composite Glass	373	0.7%
Computer Paper	286	0.5%

TABLE 2

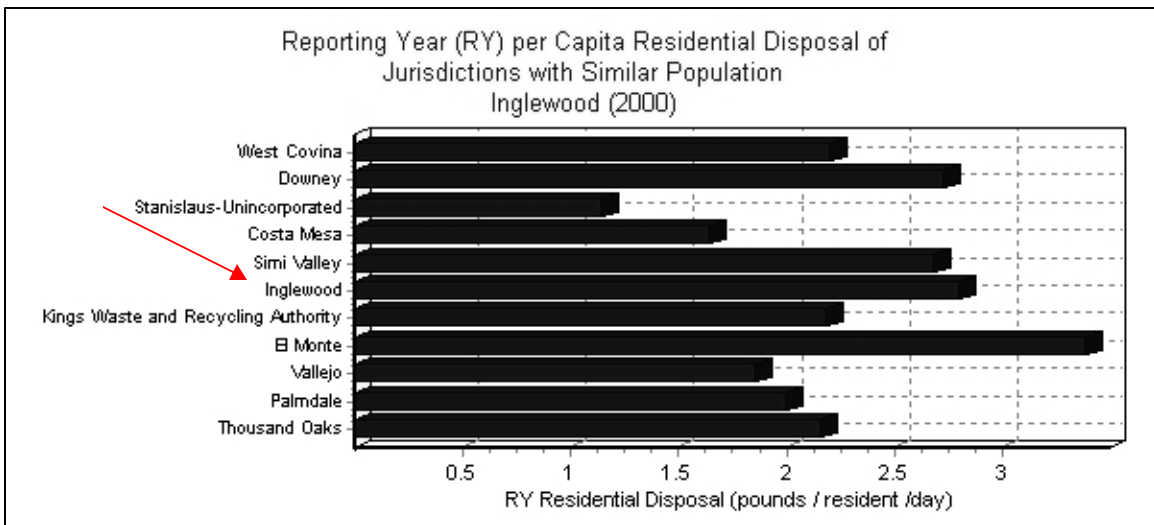
Mixed Residue	277	0.5%
Miscellaneous Plastic Containers	271	0.5%
Tires	252	0.5%
Concrete	246	0.5%
PETE Containers	220	0.4%
Manures	186	0.3%
Green Glass Bottles and Containers	170	0.3%
Brown Glass Bottles and Containers	147	0.3%
Other Non-Ferrous	143	0.3%
Phone Books and Directory	109	0.2%
Color Ledger	106	0.2%
Aluminum Cans	94	0.2%
Asphalt Paving	67	0.1%
Flat Glass	59	0.1%
Remainder/Composite Household Hazardous	51	0.1%
Paint	37	0.1%
Batteries	26	0.0%
Branches and Stumps	22	0.0%
Major Appliances	18	0.0%
Ash	17	0.0%
Treated Medical Waste	10	0.0%
Other Colored Glass Bottles and Containers	9	0.0%
Vehicle and Equipment Fluids	5	0.0%
Asphalt Roofing	4	0.0%
Agricultural Crop Residues	2	0.0%
Industrial Sludge	2	0.0%
Used Oil	1	0.0%
Sewage Solids	0	0.0%

Last updated: May 12, 2003

Source: California Integrated Waste Management Board

TABLE 3

Residential Disposal For Cities With Similar Populations



Residential & Non-Residential Disposal For Cities With Similar Tonnage

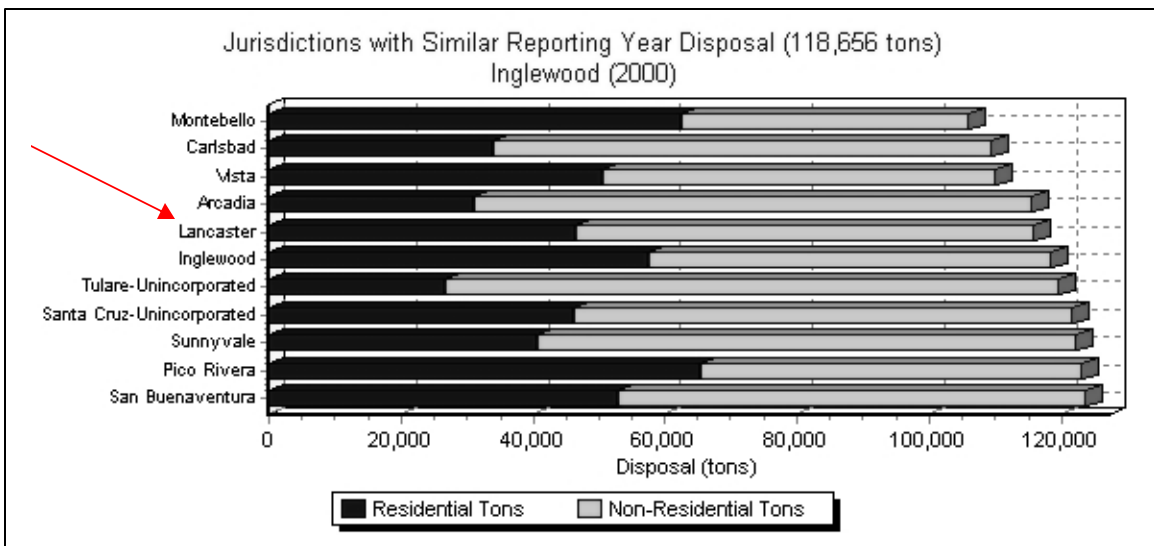


TABLE 4

COUNTYWIDE DISPOSAL COMPARISONS

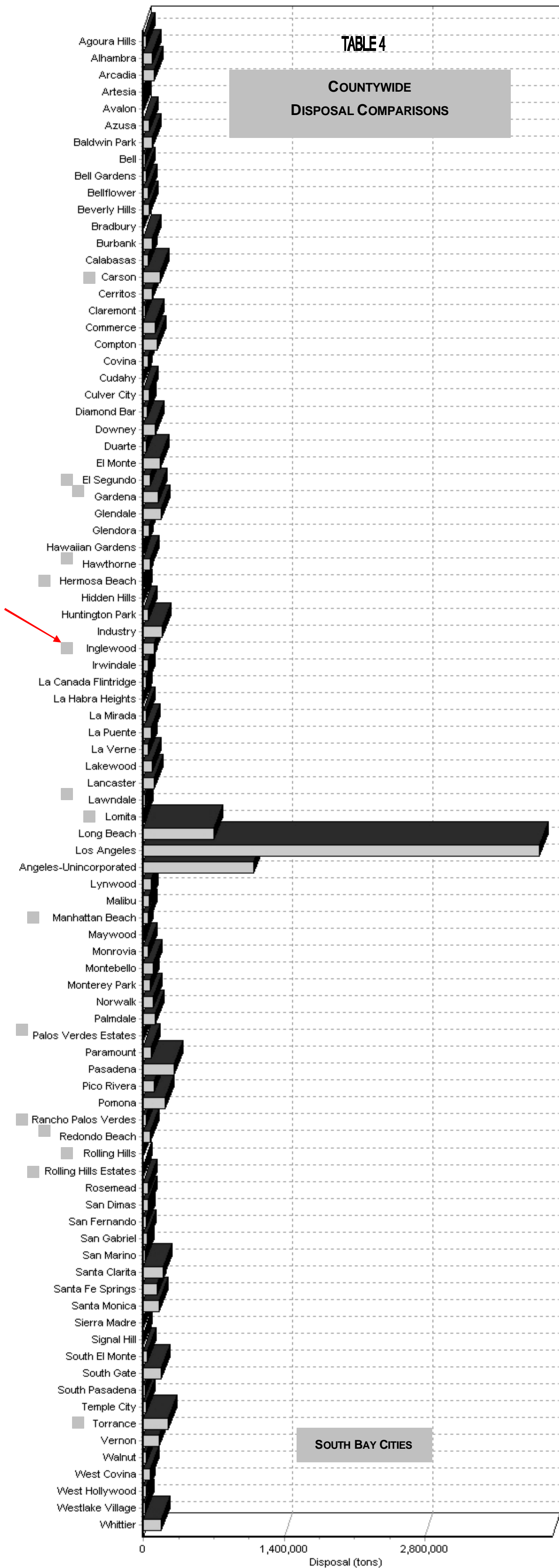


TABLE 5(a)

INGLEWOOD DIVERSION RATE

Diversion: For waste measurement purposes, diversion is any combination of waste prevention (source reduction), recycling, reuse and composting activities that reduces waste disposed at permitted landfills and transformation facilities. Diversion is achieved through the implementation of diversion programs.

Diversion Rate: The percentage of total waste that a city diverted from disposal at permitted landfills and transformation facilities through reduction, reuse, recycling programs, and composting programs. Cities were required by law to achieve 50 percent diversion for the year 2000.

Reporting Year	Review Cycle	Diversion Rate %	Review Status
1995	95-96	28	Board Approved
1996	95-96	36	Board Approved
1997	97-98	29	Board Accepted
1998	97-98	34	Board Accepted
1999	99-00	45	Board Approved
2000	99-00	42	Board Approved Time Extension <i>Extension Begin Date: August 2002</i> <i>Extension End Date: December 2004</i>
2001	01-02	44	

Source: California Integrated Waste Management Board

Review Status. The *California Integrated Waste Management Board's* evaluation of Inglewood's progress in implementing waste diversion and reduction programs to meet the requirements of 25 percent diversion in goal year 1995 and 50% diversion in goal year 2000. As a result of the biennial review, the Board may either: find that the City has implemented programs and achieved the diversion requirements; find that the City has made a good faith effort toward program implementation and diversion; or initiate a compliance process for the City's failure to implement waste diversion programs and/or failing to achieve the diversion requirement.

Review Status represents the Board's biennial review actions after evaluating the City's progress.

- ❑ **Board Approved:** The Board has determined that the City has implemented programs and met the diversion requirements in a goal year.
- ❑ **Board Accepted:** The Board has evaluated the City's progress in meeting the diversion requirement in a non-goal year and accepted its progress.
- ❑ **Board Approved Time Extension:** The Board has granted a time extension to the City to meet the mandated diversion requirements.
 - **Extension Begin Date:** The start date the time extension went into effect.
 - **Extension End Date:** The date when the time extension expires. After the end date the jurisdiction must meet the mandated diversion requirements or face financial penalties.

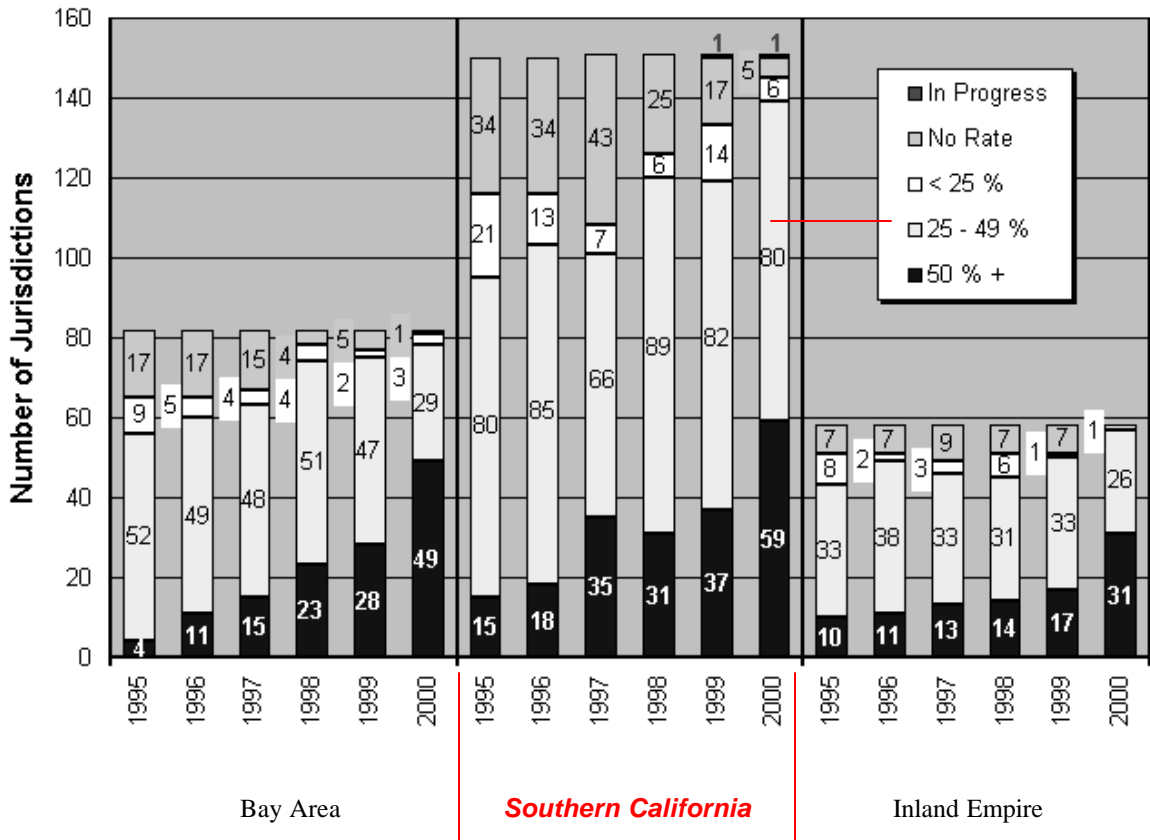
SOUTHERN CALIFORNIA DIVERSION RATE RANGES

Grouped by jurisdiction population, in percent 1995-2000

Using this table, the reader can:

- See the percent of jurisdictions in a particular population and diversion rate range from the left axis.
- See the count of jurisdictions in a particular population and diversion rate.
- "No Rate" means the State was unable to assign a diversion rate to these jurisdictions for the indicated year due to goal measurement or reporting issues. These jurisdictions may be under compliance orders.
- *Information current through May 1, 2003.*

The Southern California Coastal Region consists of Los Angeles, Orange, San Diego, and Ventura Counties. Total 2001 disposal was 21,371,375 tons, of which 662 tons were exported out of California. This is approximately 53 percent of the statewide disposal amount.



Inglewood's Present Diversion Rate: 44%

TABLE 6

RESIDENTIAL PROGRAM INFORMATION								
City	Collection Method			Collection Frequency Per Week			Refuse Container Location	Billing
	Refuse	Recycling	Greenwaste	Refuse	Recycling	Greenwaste		
Agoura Hills	Automated	Automated	Automated	1	1	1	Curbside	Hauler
Alhambra	Automated	Automated	Automated	1	1	1	Curbside/Backyard/Alley	City
Arcadia	Automated	Automated	Automated	1	1	1	Curbside/Alley	Hauler
Artesia	Automated							Hauler
Avalon	Manual	Manual	Not Offered	2	1	Not Offered	Curbside	Hauler
Azusa	Manual	Mixed Waste Processing	Manual	1	1	1	Curbside/Alley	City
Baldwin Park	Automated	Automated	Automated	1	1	1	Curbside	Hauler
Bell	Automated	Automated	Automated	1	1	1,2	Curbside	Property Tax
Bellflower	Automated	Automated	Manual/Automated	1	1	1	Curbside/Alley	Hauler
Bell Gardens	Manual/Automated	Manual/Automated	Manual/Automated	1	1	1	Curbside	Property Tax
Beverly Hills	Manual/Automated	Automated	Manual/Automated	2	2	2	Curbside/Alley	City
Bradbury	Automated	Automated	Automated	1	1	1	Curbside	Hauler
Burbank	Automated	Automated	Automated	1	1	1	Curbside/Backyard/Alley	City
Calabasas	Automated	Automated	Automated	1	1	1	Curbside/Backyard	Hauler
⌘ Carson	<i>Manual</i>	<i>Manual</i>	<i>Not Offered</i>	<i>1</i>	<i>1</i>	<i>Not Offered</i>	<i>Curbside</i>	<i>Property Tax</i>
Cerritos	Manual	Mixed Waste Processing	Not Offered	1	1	Not Offered	Curbside/Alley	City
Claremont	Automated	Automated	Automated	1	1	1	Curbside	City
Commerce	Automated	Automated	Manual	1	1	1	Curbside/Alley	General Fund
Compton	Automated	Automated	Automated	1	1	1	Curbside	City
Covina	Automated	Automated	Automated	1	Every other week	1	Curbside/Backyard/Alley	City
Cudahy	Automated	Automated	Automated	1	1	1	Curbside	Property Tax
Culver City	Automated	Automated	Automated	1	Every other week	1	Curbside	Property Tax
Diamond Bar	Automated	Automated	Automated	1	1	1	Curbside	Hauler
Downey	Automated	Automated	Automated	1	1	1	Curbside/Alley	City

TABLE 6

RESIDENTIAL PROGRAM INFORMATION								
City	Collection Method			Collection Frequency Per Week			Refuse Container Location	Billing
	Refuse	Recycling	Greenwaste	Refuse	Recycling	Greenwaste		
Duarte	Automated	Automated	Automated	1	1	1	Curbside	Hauler
El Monte	Automated	Automated	Automated	2	1	1	Curbside	Hauler
☒ <i>El Segundo</i>	<i>Manual</i>	<i>No offered</i>	<i>Not Offered</i>	<i>1</i>	<i>Not Offered</i>	<i>Not Offered</i>	<i>Curbside/Alley</i>	<i>General Fund</i>
☒ <i>Gardena</i>	<i>Manual</i>	<i>Manual</i>	<i>Manual</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>Curbside</i>	<i>Property Tax</i>
Glendale	Automated	Automated	Automated	1	1	1	Curbside	City
Glendora	Manual	Not Offered	Manual	1	Not Offered	1	Curbside	City
Hawaiian Gardens	Automated	Manual	Manual	1	1	1	Curbside	Hauler
☒ <i>Hawthorne</i>	<i>Manual</i>	<i>Manual</i>	<i>Manual</i>	<i>1</i>	<i>2</i>	<i>1</i>	<i>Curbside</i>	<i>Property Tax</i>
☒ <i>Hermosa Beach</i>	<i>Manual</i>	<i>Manual</i>	<i>Not Offered</i>	<i>1</i>	<i>1</i>	<i>Not Offered</i>	<i>Curbside/Alley</i>	<i>Hauler</i>
Hidden Hills	Semi-automated	Mixed Waste Processing	Automated	1	1	1	Backyard	Hauler
Huntington Park	Automated	Not Offered	No offered	1	Not Offered	Not Offered	Curbside	
Industry	N/A	Not Offered	Not Offered	1	Not Offered	Not Offered	N/A	N/A
☒ <i>Inglewood</i>	<i>Automated</i>	<i>Not Offered</i>	<i>Not Offered</i>	<i>1</i>	<i>Not Offered</i>	<i>Not Offered</i>	<i>Curbside/Alley</i>	<i>City</i>
Irwindale	Manual	Manual	Manual	1	1	1	Curbside	General Fund
LaCanada/Flintridge	Manual	Automated	Manual	1	1	1	Curbside/Backyard	Hauler
La Habra Heights	Manual/Semi-Automated	Mixed Waste Processing	Manual/Automated	1	1	1	Curbside/Other	Hauler
Lakewood	Manual	Not Offered	Not Offered	1	Not Offered	Not Offered	Curbside	City
LaMirada	Automated	Automated	Automated	1	1	1	Curbside	Hauler
Lancaster	Automated	Manual/Automated	Automated	1	1	1	Curbside	Hauler
La Puente	Automated	Automated	Automated	1	1	1	Curbside	Hauler
La Verne	Automated	Automated	Automated	1	1	1	Curbside	City
☒ <i>Lawndale</i>	<i>Semi-Auto</i>	<i>Manual</i>	<i>Automated</i>	<i>1/2</i>	<i>1</i>	<i>1</i>	<i>Curbside</i>	<i>Hauler</i>
☒ <i>Lomita</i>	<i>Manual</i>	<i>Manual</i>	<i>Manual</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>Curbside</i>	<i>Hauler</i>
Long Beach	Manual/Semi-Automated	Manual	Not Offered	1	1	Not Offered	Curbside/Alley	City

TABLE 6

RESIDENTIAL PROGRAM INFORMATION								
City	Collection Method			Collection Frequency Per Week			Refuse Container Location	Billing
	Refuse	Recycling	Greenwaste	Refuse	Recycling	Greenwaste		
Los Angeles	Automated	Automated	Automated	1	1	1	Curbside	City
Lynwood	Manual	Manual	Not Offered	1	1	Not Offered	Curbside/Alley	City
Malibu	Automated	Automated	Automated	1	1	1	Curbside	Hauler
☒ <i>Manhattan Beach</i>	<i>Manual</i>	<i>Manual</i>	<i>Manual</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>Curbside/Backyard/Alley</i>	<i>City</i>
Maywood	Automated	Automated	Automated	1	1	1	Curbside	Hauler
Monrovia	Automated	Automated	Manual	1	1	1	Curbside	Hauler
Montebello	Manual	Manual	Manual	1	1	1	Curbside/Alley	Property Tax
Monterey Park	Manual	Manual	Manual	1	1	1	Curbside/Alley	City
Norwalk	Automated	Manual	Manual	1	1	1	Curbside	Hauler
Palmdale	Semi-Auto	Automated	Not Offered	1	1	Not Offered	Curbside	Hauler
☒ <i>PV Estates</i>	<i>Manual</i>	<i>Manual</i>	<i>Manual</i>	<i>1</i>	<i>Bi-Monthly</i>	<i>1</i>	<i>Backyard</i>	<i>Hauler</i>
Paramount	Manual	None	Manual	1	N/A	1	Curbside	Hauler
Pasadena	Automated	Automated	Automated	1	1	1	Curbside	City
Pico Rivera	Automated	Automated	Manual	1	1	1	Curbside/Alley	Property Tax
Pomona	Automated	Automated	Automated	1	1	1	Curbside	City
☒ <i>Rancho PV</i>	<i>Manual</i>	<i>Manual</i>	<i>Manual</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>Curbside/Backyard</i>	<i>Hauler</i>
☒ <i>Redondo Beach</i>	<i>Semi-Auto</i>	<i>Manual</i>	<i>Automated</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>Curbside</i>	<i>Property Tax</i>
☒ <i>Rolling Hills</i>	<i>Manual</i>	<i>Manual</i>	<i>Manual</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>Backyard</i>	<i>Property Tax</i>
☒ <i>Rolling Hills Estates</i>	<i>Manual</i>	<i>Manual</i>	<i>Manual</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>Curbside</i>	<i>Hauler</i>
Rosemead	Automated	Manual	Manual	1	1	1	Curbside	Hauler
San Dimas	Automated	Automated	Automated	1	1	1	Curbside	Water Company
San Fernando	Manual	Manual	Manual	1	1	1	Curbside	City
San Gabriel	Automated	Automated	Automated	1	1	1	Curbside	Hauler
San Marino	Manual	Manual	Manual	1	1	1	Backyard	Hauler
Santa Clarita	Automated	Manual/Automated	Automated	1	1	1	Curbside	Hauler

☒ *South Bay City*

Source: Inglewood PW; Hilton Farnkopf Hobson

TABLE 6

RESIDENTIAL PROGRAM INFORMATION								
CITY	Collection Method			Collection Frequency Per Week			Refuse Container Location	Billing
	Refuse	Recycling	Greenwaste	Refuse	Recycling	Greenwaste		
Santa Fe Springs	Manual	Not Offered	Not Offered	1	Not Offered	Not Offered	Curbside/Alley	Property Tax
Santa Monica	Automated	Manual	Automated	1	1	1	Curbside/Alley	City
Sierra Madre	Automated	Automated	Manual	1	1	1	Curbside/Backyard	City
Signal Hill	Automated	Automated	Not Offered	1	1	Not Offered	Curbside/Alley	City
South El Monte	Manual	Manual	Manual	1	1	1	Curbside	General Fund
South Gate	Automated	Manual	Not Offered	1	1	Not Offered	Curbside	City
South Pasadena	Manual	Mixed Waste Processing	Manual	1	1	1	Backyard	City
Temple City	Manual	Mixed Waste Processing	Mixed Waste Processing	2	2	2	Curbside/Alley	Hauler
☒ Torrance	Automated	Automated	Not Offered	1	1	Not Offered	Curbside	City
Vernon	Manual	Manual	Not Offered	1	1	Not Offered	Curbside	City
Walnut	Automated	Automated	Automated	1	1	1	Curbside	Hauler
West Covina	Automated	Mixed Waste Processing	Automated	1	1	1	Curbside	Hauler
West Hollywood	Manual	Manual	Manual	1	1	1	Curbside	Property Tax
Westlake Village	Automated	Automated	Automated	1	1	1	Curbside	Hauler
Whittier	Automated	Automated	Automated	1	1	1	Curbside	City

☒ South Bay City

Source: Inglewood PW; Hilton Farnkopf Hobson

RESIDENTIAL RATES
LISTED FROM LOWEST TO HIGHEST RATE TO CUSTOMER

RANK	CITY	TOTAL MONTHLY RATE
1	Bell Gardens	\$6.25
2	☒ <i>Hermosa Beach</i>	<i>\$10.03</i>
3	Huntington Park	\$10.16
4	Rosemead	\$10.57
5	Monrovia	\$10.60
6	☒ <i>Redondo Beach</i>	<i>\$10.80</i>
7	Signal Hill	\$10.92
8	Glendale	\$11.11
9	☒ <i>Manhattan Beach</i>	<i>\$11.42</i>
10	Cerritos	\$11.69
11	Bell	\$11.75
12	☒ <i>Inglewood</i> ? ?	<i>\$11.78</i>
13	☒ <i>Gardena</i>	<i>\$11.80</i>
14	☒ <i>Carson</i>	<i>\$12.00</i>
15	Cudahy	\$12.25
16	Paramount	\$12.62
17	Lynwood	\$12.66
18	Bradbury	\$12.83
19	Duarte	\$12.96
20	Arcadia	\$12.98
21	Santa Fe Springs	\$13.14
22	La Mirada	\$13.46
23	☒ <i>Lomita</i>	<i>\$13.50</i>
24	☒ <i>Lawndale</i>	<i>\$13.53</i>
25	Maywood	\$13.62
26	Vernon	\$13.98
27	Norwalk	\$14.25
28	Commerce	\$14.34
29	Downey	\$14.69
30	Alhambra	\$14.70
31	Bellflower	\$14.86
32	San Fernando	\$14.90
33	Pico Rivera	\$15.44
34	Pasadena	\$15.48
35	La Verne	\$15.53
36	La Habra Heights	\$15.60
37	Diamond Bar	\$15.71
38	Covina	\$15.72
39	El Monte	\$16.06
40	Azusa	\$16.27

☒ *South Bay City*

RESIDENTIAL RATES
Listed From Lowest to Highest Rate to Customer

RANK	CITY	TOTAL MONTHLY RATE
41	West Hollywood	\$16.32
42	Whittier	\$16.32
43	La Puente	\$16.36
44	Long Beach	\$16.44
45	Walnut	\$16.53
46	Baldwin Park	\$16.54
47	San Dimas	\$16.60
48	Temple City	\$16.69
49	San Gabriel	\$16.70
50	Monterey Park	\$17.11
51	Palmdale	\$17.30
52	Culver City	\$17.61
53	☒ <i>Hawthorne</i>	<i>\$17.96</i>
54	Glendora	\$18.17
55	Lancaster	\$18.18
56	☒ <i>Torrance</i>	<i>\$18.25</i>
57	Burbank	\$18.45
58	West Covina	\$19.03
59	Claremont	\$19.12
60	☒ <i>Rancho P V</i>	<i>\$19.20</i>
61	☒ <i>Rolling Hills Estates</i>	<i>\$20.36</i>
62	Pomona	\$21.64
63	Santa Clarita	\$22.13
64	LaCanada/Flintridge	\$24.00
63	☒ <i>P V Estates</i>	<i>\$24.00</i>
65	Avalon	\$27.42
66	Santa Monica	\$28.50
67	South Pasadena	\$28.98
68	Hidden Hills	\$39.70
69	☒ <i>Rolling Hills</i>	<i>\$76.42</i>
70	Beverly Hills	Charged per sq ft of lot size
71	Industry	Residents not charged
72	South El Monte	Paid through commercial rates
73	☒ <i>El Segundo</i>	<i>Paid through General Fund</i>
74	Irwindale	Paid through General Fund
75	Los Angeles	Paid through General Fund
76	Agoura Hills	City does not regulate rates
77	Calabasas	City does not regulate rates
78	Malibu	City does not regulate rates
79	San Marino	City does not regulate rates
80	West Hollywood	City does not regulate rates

☒ *South Bay City*

RESIDENTIAL RATES
RATE INFORMATION UNAVAILABLE

RANK	CITY	TOTAL MONTHLY RATE
81	Artesia	Rate Information Unavailable
82	Compton	
83	Hawaiian Gardens	
84	Lakewood	
85	Montebello	
86	Sierra Madre	
87	South Gate	

⌘ *South Bay City*

Source: Inglewood PW; Hilton Farnkopf Hobson

PART 2

Our Contractor: Waste Management of Los Angeles

Waste Management of Los Angeles (WMLA) has been serving the Inglewood community for nearly ten years, having obtained its present waste disposal contract with the City through acquisition:

- ❑ **1996** - USA Waste Services acquires Western Waste Industries, beginning management and service transition.
- ❑ **1998** - USA Waste Services and Waste Management merge to form the today's Waste Management.
- ❑ **1999** - Waste Management team assumes all levels of management for the entire corporation.

National Service Market. Waste Management is known as a leading provider of comprehensive waste management services. The company serves municipal, commercial, industrial and residential customers throughout the United States, Canada and Puerto Rico. Headquartered in Houston, Texas, the company is organized into seven Operating Groups, collectively referred to as North American Solid Waste, or NASW. Five of the Company's Groups are geographically based (the Canadian, Eastern, Midwest, Southern and Western Groups. The company's NASW operations provide integrated waste management services consisting of collection, landfill, transfer, waste-to-energy and in-plant services, recycling and other related services.

Waste Management's industry strength allows the company to offer a full range of waste and environmental services to approximately 20 million residential and over two million commercial customers. The company has organized its geographically based NASW Groups into 66 Market Areas. The company's market-based structure is designed to enable the Company to manage its business on a market-by-market basis, with the goal of generating greater efficiency and operating at a lower cost. Additionally, this organizational structure allows the Area Managers to tailor services to local communities and more effectively respond to its particular customers' needs, like Inglewood.

Local Service Market. Waste Managements market share in Los Angeles County is presently between 22% and 26%.

Arcadia (Residential)	La Verne (Residential & Commercial)
Baldwin Park (Residential & Commercial)	Lynwood (Residential & Commercial)
❑ Carson (Residential & Commercial)	❑ Manhattan Beach (Residential & Commercial)
Diamond Bar (Residential)	Pomona (Commercial)
El Monte (Residential)	❑ Rancho Palos Verdes (Residential)
❑ Hawthorne (Non exclusive commercial)	❑ Redondo Beach (Residential & Commercial)
❑ Gardena (Residential & Commercial)	San Dimas (Residential and Commercial)
Huntington Park (Residential)	Walnut (Residential and Commercial)
❑ Inglewood (Residential & Commercial)	
Irwindale (Commercial)	

❑ South Bay City

Industry Size. With nearly 26,000 collection and transfer vehicles, the company operates the largest trucking fleet in the waste industry and collect over 80 million tons of solid waste each year. It serves more than 20 million customers who represent a wide range of services, from

picking up household trash at a single-subscription residence to providing comprehensive waste programs for large customers with hundreds of locations.

Waste Management also has the largest number of landfills in the industry. The Company's 293 active landfill sites have an average remaining permitted life of 22 years. Driven by federal, state and local regulatory requirements, the company utilizes advanced engineering, construction and monitoring methods to manage these landfills to the strict standards of safety and environmental responsibility required of the company.

With the large volume of solid waste generated from urban markets, like the South Bay region of Los Angeles County, it is not always feasible or economical to transport waste directly from the collection point to the landfill. Waste Management has 346 strategically located transfer stations to consolidate, compact and load waste from collection vehicles into long-haul trailers or rail cars for transport to landfills. This operation improves the utilization of collection equipment by minimizing transportation time and efficiently moving large volumes of waste to disposal sites.

Waste Diversion. With respect to the handling of recyclables, Waste Management is the largest collector of these materials from households and businesses. Last year, through its 146 material recovery facilities, the company processed over five million tons of recyclable materials. In early 2003, the Company formed a new recycling organization, Recycle America Alliance (RAA), to optimize capacity by combining operations with other key domestic recycling processors and marketers. This Alliance, which is the nation's largest recycling company, provides services such as recycling, materials brokerage, container processing and trading.

Clean Air Advocate. Today Waste Management is converting its diesel-fueled trucks to clean-burning natural gas as one additional means of promoting clean air. With 361 trucks now fueled by liquefied natural gas (LNG) or compressed natural gas (CNG), the company has one of the largest fleets of heavy-duty trucks in America powered exclusively by natural gas. The use of natural gas instead of diesel fuel in these trucks reduces air emissions by an amount equivalent to taking about 27,800 cars off the road. The company currently owns and operates 12 natural gas fueling stations, including a 45,000-gallon LNG fueling station in El Cajon, Calif., which is the largest of its kind in the waste industry.

Local Presence. Waste Management has been a longstanding member of the Inglewood Chamber of Commerce, and an activity participant in locally sponsored events, including:

- Albert F. Monroe Middle School Computer Program
- Inglewood Chamber of Commerce
- Inglewood Jazz Festival
- Inglewood Schools Recycling Presentations
- Inglewood Unity Day
- Keep Inglewood Beautiful
- Martin Luther King Jr. Parade
- Sponsor 'Inglewood Today' 'The Community Speaks' page

In many respects Waste Management, when compared to the array of other service providers engaged by other cities in our region, is unsurpassed as an industry waste hauler in terms of size, experience and service; and addressing today's technology demands of waste handling driven by national, state and local environmental laws and regulations. It's financial strength, equipment assets, and ownership and control of waste disposal facilities enables its clients to rest assured that any risks or exposure to service disruptions and liability claims arising from disposal issues will be held to the absolute minimum.

Present Contract Services

The City's present waste disposal agreement with Waste Management of Los Angeles (WMLA) will expire in May of 2004. During the life of this contract a significant number of changes have taken place; changes that will have an enormous impact upon the way in which City manages its solid waste disposal for years to come. These changes must now be incorporated into any future plans that the City may have affecting solid waste disposal services. Many of the factors driving these changes arise from federal and State laws and other regulations enacted over the life of the WMLA contract, and must now be reflected in this or any future service contracts entered into by the City. Failure to meet these new environmental mandates could result in burdensome administrative penalties and monetary fines, reaching as high as \$10,000 per day for some violations.

Of course, aside from ever growing regulatory mandates, we can also cite other noteworthy developments that have also taken place since WMLA became the City's waste disposal agent. For example, there are issues of costs... the rising costs associated with the nature and scope of the City's waste stream; or costs connect to the amount and type of things we are disposing of (*or, probably more importantly, not recycling,*); or the costs associated with the manner in which we collect, store and dispose of our waste materials (*or, again perhaps more importantly, not separating and diverting from our landfills*); or the costs of complying with new diversion rate requirements; and, the costs of implementing new programs designed to fulfill our regulatory mandates.

The list of costs associate with our waste disposal services is extensive, and no mention has yet been made of operating costs; or those cost associated administering our waste management system, e.g., labor, material supplies, equipment, vehicles, fuel, disposal fees, and so on and so forth. The cost of doing business has been indeed ever on the rise, and cities across the nation have never been more conscientious than to control their disposal costs in face of unstable, or ever-shrinking revenuesrevenues made worse by repeated downturns in the economy....for which even Inglewood can attest.

Balancing service costs against service demands is a formidable challenge, and yet, we believe achievable through thorough analyses, planning and prudent decision-making.

The attached report and recommendations, reached by staff from detailed work begun several months ago, represents an attempt to accomplish that very goal:

To place our City in the very best position possible regarding its present and future waste disposal costs, weighed heavily against the need to greatly improve and expand our mix and delivery of waste disposal services, and with equally great assurances that the City will meet its regulatory obligations and, thereby, avoiding any major risks and financial liabilities for its failure to do so.

Plan of Action

Several months ago the Mayor and members of the City Council asked staff to begin work to evaluate aspects of the City's waste management system, including WMLA service delivery costs, type and the level of services received by residents and businesses; ways in which to improve or expand these services; to add new or needed services such as recycling; and, perhaps more critical, to assess the options available to the City to either renegotiate and enhance the City's existing services with WMLA, or to seek new services all together.

The Department of Public Works began its work by:

- Retaining the firm of Hilton, Farnkopf & Hobson (HFH) to conduct audits of the service rates and billings processed by WMLA;
- Identifying, collecting and characterizing data on Inglewood's waste disposal stream, including all of those components that make up our (residential and commercial) waste stream by type and volume (e.g., material types, such as food, green waste, construction and demolition material, by tonnage and percentage, etc.);
- Analyzing this data relative to the various sources of waste generation, by type and quantity, and the City's rate of diversion of each type by volume and method of diversion (e.g., reuse, recycling, etc.); and,
- Comparing Inglewood's residential and commercial waste generation, against the variety of residential and commercial services, costs, service rates, etc., of cities throughout Los Angeles County and the South Bay region.

Again, it might be well worth repeating as outlined above that our objective or approach to examining our waste disposal alternatives is built around four key municipal responsibilities:

- Fulfilling the waste disposal needs of Inglewood customers,
- Improving the cost-effectiveness of service delivery,
- Minimizing financial risks and liabilities to Inglewood, and
- Promoting environmentally sound programs of disposal and recycling.

Our work focused on improvements to Inglewood's existing waste program, plus new federal and State initiatives and legal obligations for local waste management. For the foreseeable future the City must:

- Expand its waste diversion and recycling programs, or face punitive State fines and other penalties;
- Initiate efforts to encourage the waste reduction efforts of Inglewood residents and businesses in order to minimize and control the City's waste disposal costs; and,
- Safeguard Inglewood from risks, liabilities or litigious claims associated with the storage, transfers or landfill disposal of Inglewood waste materials.

Throughout our work, the Department was guided by several principles:

- To keep Inglewood's neighborhoods clean and safe through partnering,
- To minimize and freeze the City's current waste disposal costs, in spite of needed program expansion, and in light of the City's fiscal constraints,
- To turn discarded resources into jobs instead of trash,
- To increase waste reduction and resource conversion,
- To recycle 50% of all waste generated in Inglewood by 2004, as mandated by the State. *[The State's mandate to local jurisdictions to "reduce, reuse, and recycle" is strengthened by harsh penalties for those who chose to ignore them. Already the State has issued Inglewood warnings and, on appeal, then granted an extension to ensure compliance. Punitive fees for failing to do so can be set as high as \$10,000 per day.]*
- To increase the efficiency, fairness, convenience, and accessibility of waste services to single and multi-family residences, and future business base,
- To increase consumer responsibility for sustainable waste management practices.

WMLA Audits. HFH has completed its audits of the service rates and billings processed by WMLA. A summary of the principal implications of the audit and the City's options regarding its findings and recommendations are outlined below. However, with this process complete, it is important that those audit findings be weighed against the services, costs and rates of a new

service agreement with WMLA or an alternative service provider, as can be seen from the chart below.

MAJOR CONSIDERATIONS		
<ol style="list-style-type: none"> 1. The current contract with Waste Management expires in May, 2004. 2. New waste diversion and recycling services are needed by 2004 to meet the State's 50% waste diversion goal. 3. The City has withheld Waste Management rate adjustments since December 1998, estimated at approximately \$2.4 million, and payment must be resolved. 		
STRATEGIES		
Options ?	A) Renegotiate	B) Seek Competitive Proposals
Key Advantages	<ul style="list-style-type: none"> • Elimination of existing contract issues and achieves expanded services, as condition of new agreement. • Avoids service provider transition and service interruptions. • Less costly. • "Lower profile" strategy 	<ul style="list-style-type: none"> • Ensures competitive shopping opportunity. • High response probable. • Could achieve a new franchise agreement that maximizes services benefits to the City.
Procurement Schedule	3 to 6 months for negotiations and revision of franchise agreement	9 months for competitive process
Transition Time	3 months for new services	6 months for new contractor
Costs	\$35,000 (excluding costs related to resolving existing contract issues)	\$100,000 (reimbursed by successful contractor)

HFH has provided expert solid waste consulting service to the City of Inglewood, as well as other cities in the South Bay area. Their solid waste industry experience has proven invaluable in assisting many local jurisdictions in procurement and negotiations of solid waste services. Having achieved what we believe are the most favorable terms, staff strongly recommends that the City once again enlist their services to analyze the proposed WMLA service enhancements listed below and, as mentioned above, to weigh those enhancements against its WMLA audit findings, and to compare that analysis against the costs and benefits of searching for a new waste disposal service provider.

WMLA Negotiations. Based on much of the data assemble in this report, staff began discussions with WMLA several months ago. As earlier stated, our approach and analyses served as the principal basis for negotiating a new agreement with WMLA for the City.

Staff Recommendations

The following summarizes the results achieved to date, and endorsed by WMLA. In which case, WMLA agrees to:

FINANCIAL INCENTIVES

- Relinquish any and all claims for rate adjustments not passed on to WMLA by the City under the current service agreement (estimated to be approximately \$1.5 million).
- Prepay the City up to \$3 million for administrative fees (to help mitigate against the adverse fiscal impacts of cutbacks in Public Works services such as staff furloughs, equipment replacement, etc.
- Reduce present residential services rates for two (2) years, by five percent (5%).
- Freeze all commercial/business rates for twelve (12) months.
- Cap all future residential or commercial/business rate increases.
- Provide special discounted residential rates (50%) for qualified senior citizens and disabled residents, including the collection of waste containers from backyards or other areas deemed to be difficult to access, and at no additional cost to residents or the City.
- Create new multi-family waste accounts (for four or more units) to ensure that multi-family dwellings are contributing their fair-share of the costs of waste disposal.
- Forego any rate increases for new disposal or recycling services introduced during the life of the contract.

SERVICE INCENTIVES

- Implement fully automated recycling services for residential customers, and enhanced commercial recycling, at no additional cost to the City. (The State mandates that the City must implement automated recycling by February 2004.)
- Maintain the "Operation Clean Sweep Program" on a semi-annual basis, at no additional cost to the City; and, create a new "Same-Day Bulky Item Pick-Up Program" for residential customers, at no cost to the City.
- Establish drop-off sites for newspaper, cardboard and e-waste, at no additional cost to the City.
- Establish a curbside program for selected Hazardous Waste and Used Oil, at no additional cost to the City.
- Undertake a comprehensive recycling plan for Inglewood schools, and local non-public schools, including the provision of bins, containers and other support services; and, value-added incentives to encourage school and student participation, at no additional cost to the City.
- Develop, implement and promote any new recycling services to ensure that the City will meet the State-mandated waste diversion goal of fifty percent (50%), within the first 12 months of contract authorization (after 24 months, the City's target rate will be 70%). The City will maintain the option to have ten percent (10%) of its waste transported and delivered by WMLA, at no additional cost to the City, to a Waste-to-Energy facility, if deemed necessary to meet the State's recycling mandates.

COMMUNITY OUTREACH AND PUBLIC EDUCATION

- Fund the establishment of a “Community Conservation Corp Program,” up to \$200,000 annually, to train and hire local residents to:
 - Monitor anti-dumping and anti-scavenging regulations;
 - Operate a City-wide Buy-Back Center for residents; and,
 - Support neighborhood (Block Club) and community events.
- Provide WMLA bin service and portables for approved civic programs or City-sponsored events, at no additional cost to the City.
- Provide funding, up to \$100,000 over term of agreement, for the preparation of mass mailings, mailing inserts, and quarter page announcements in local newspapers or magazines of the City’s choice to promote environmental or resource conservation issues, events or programs.
- Provide funding, up to \$100,000 annually, for the production and broadcast, on local public access channels, of programs that promote environmental or resource conservation issues, events and programs, public service announcements, local news or other public interest forums.
- Provide double-sided signage on WMLA trucks that serve the City, for advertisements and public service announcements, promoting City-sponsored events, programs or services, at no additional cost to the City.

STAFFING, EQUIPMENT AND INFRASTRUCTURE

- Convert all WMLA/Inglewood collection vehicles from diesel to clean-air LNG fuel vehicles, within four years.
- Provide the City with a new waste collection vehicle (Rear-Loader) and pick-up truck to collect ‘orphaned waste’ or abandoned or discarded items, illegally or improperly dumped within the City’s public rights-of-way, at no additional cost to the City.
- Service City containers or bins at all designated bus stops throughout the City, at no additional cost to the City.
- Remit to the City an ‘Annual Infrastructure Impact Fee,’ of \$100,000, to repair City streets, alleyways and sidewalks located along or adjacent to waste collection routes.
- Provide City staff Solid and Hazardous waste training and technical workshops, at no additional cost to the City.
- Reimburse the City for the use of independent consultants and Certified Public Accountants, as necessary, and to review or report on WMLA services, performance or costs.

SERVICE TERM

- In consideration of the above ‘deal points,’ WMLA is requesting that the City extend its current contract for seven (7) years.

Options & Expectations

Staff believes that the above incentives provide the City with an extremely attractive offer and a significant advantage over its present waste management program and costs. So much so that staff strongly recommends that the City authorize HFH to conduct a thorough analysis of the WMLA offer, and determine whether the City should accept the offer and begin to develop an 'iron-clad' service agreement, incorporating these enhancements and other provisions intended to improve service deliver and control service costs.

Staff believes that time and costs involved in preparing a Request For Proposals (RFP) to solicit service providers other than WMLA is neither warranted at this time, nor justified given WMLA's proposal. Staff believes that given the City's current level of service and costs, WMLA's offer will no doubt be far more competitive than any that might be solicited in our current business and economic climate, and given the waste demands of our City.

However, if staff's work in this regard is not borne out by the analyses of HFH, and the City chooses to go out to bid, that work must begin as soon as possible. HFH is prepared to also undertake this task. It is of course a time-consuming and costly task, followed by RFP advertisement, submittals, proposal evaluations, contract negotiations, contract preparation, service mobilization and start-up. Given these requirements, and months of delays, it is not likely that the City, under these time constraints, will meet its scheduled solid waste diversion goals set by the State. Accordingly staff is recommending that the Mayor and Council authorize staff to negotiate a limited month-to-month time extension with WMLA, or an extension not-to-exceed six (6) months, to allow the City as much flexibility as possible to exercise all of the options before it in selecting its future waste service provider. During an agreed upon time extension staff could make prepare an appeal to the State's Integrated Waste Management Board to grant the City a second and additional waiver for its failure to meet its mandated waste diversion rate.

Under the scenarios presented here, there is also an opportunity to solicit input from the community at-large regarding its service needs and preferences. In which case, staff is also requesting that the Mayor and Council authorize staff to circulate the attached report and seek further input and participation of our waste customers in this process.

