



## Richland County Council

### Solid Waste Collection Contracts Work Session

June 3, 2021 – 4:00 PM  
2020 Hampton Street, Columbia, SC 29204

1. **Call to Order**

The Honorable Paul Livingston, Chair  
Richland County Council

2. **Orientation**

a. **Operational breadth and size of Solid Waste and Recycling**

- I. **Facility Locations**
- II. **Volumes & Major Costs**
- III. **Contract Areas & Dates**
- IV. **CPI Effect**

3. **Information**

- a. **Service Comparison to other Solid Waste and Recycling Operations in South Carolina**
- b. **Customer Service Performance & Root Causes**

4. **Recommendation**

a. **Control of Revenue, Expenses and Customer Service**

- I. **Bulk Item Pick-Up**
- II. **Yard Waste Pick-Up**
- III. **Recycling Commodity Authority**
  1. **Authority level to make changes**
- IV. **Ordinance Update**
  1. **Annual Rate Schedule**
  2. **Limit of two contract areas or more**
- V. **Accountability**
  1. **Penalties for failing performance**
  2. **Adjustments to contract areas**

3. Reward for high performance
4. Penalty Schedule
5. Contract Area Adjustments
6. Contract Time

**VI. Long Range Improvement Recommendations**

5. **Schedule**

- a. Timeline of Milestones this year

6. **Q & A**

7. **Adjournment**

# SOLID WASTE COLLECTIONS CONTRACTS

Department of Public Works  
Division of Solid Waste and Recycling



# AGENDA

- Background
  - Organization
  - Facility Locations
  - Volume
  - Contract Areas
  - Solid Waste Plan
  - CPI Effect
- Information
  - Service comparison with SWR Orgs.
  - Customer service performance
  - Contract Dates
- Recommendations
  - Bulk item limits
  - Yard waste curbside spec.
  - Recycling commodity authority
  - Drop Center Limits
  - Ordinance update
  - Accountability
  - Schedule

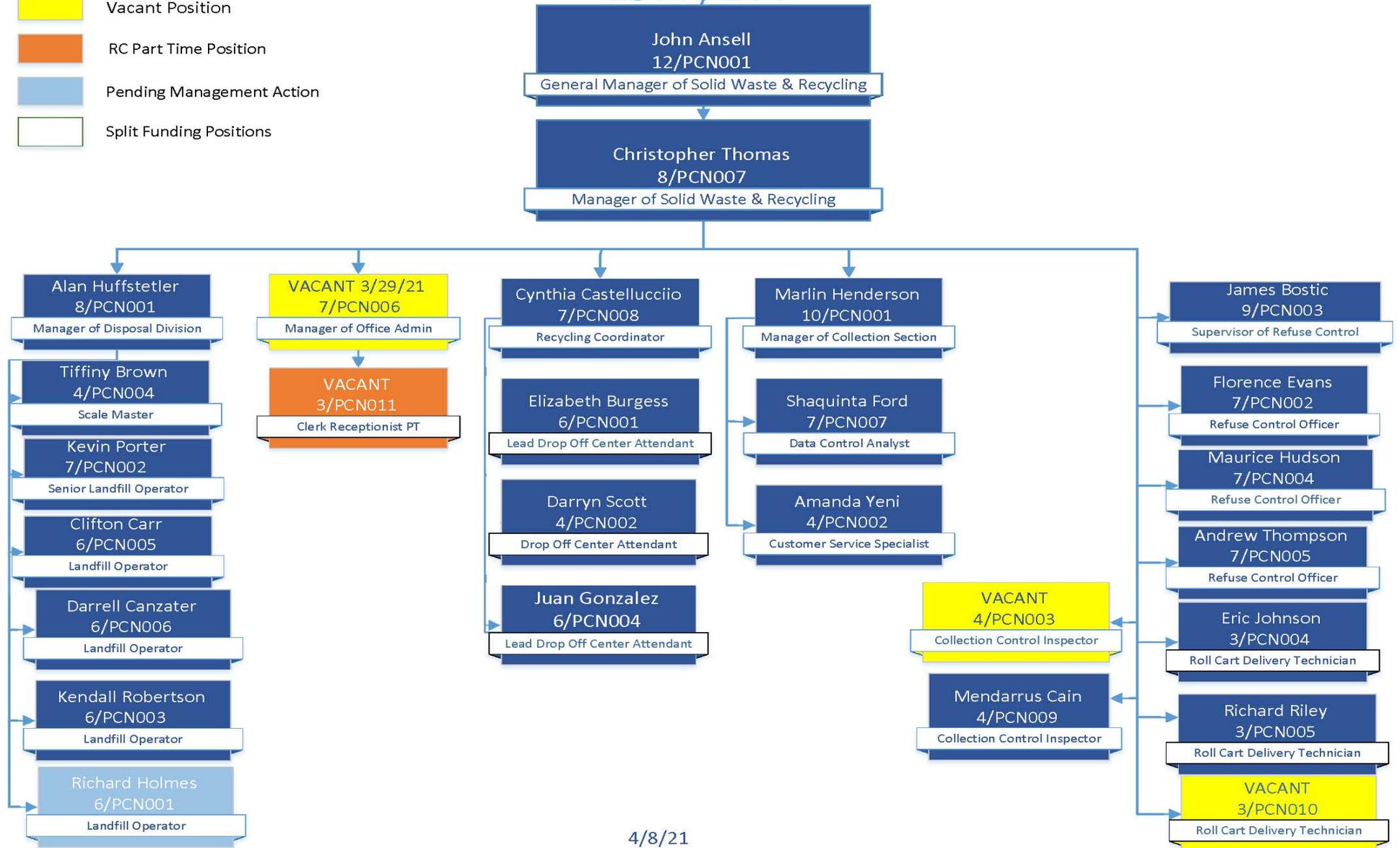


# ORG CHART

## LEGEND

- Vacant Position
- RC Part Time Position
- Pending Management Action
- Split Funding Positions

## SOLID WASTE & RECYCLING DIVISION 26 FT / 1 PT

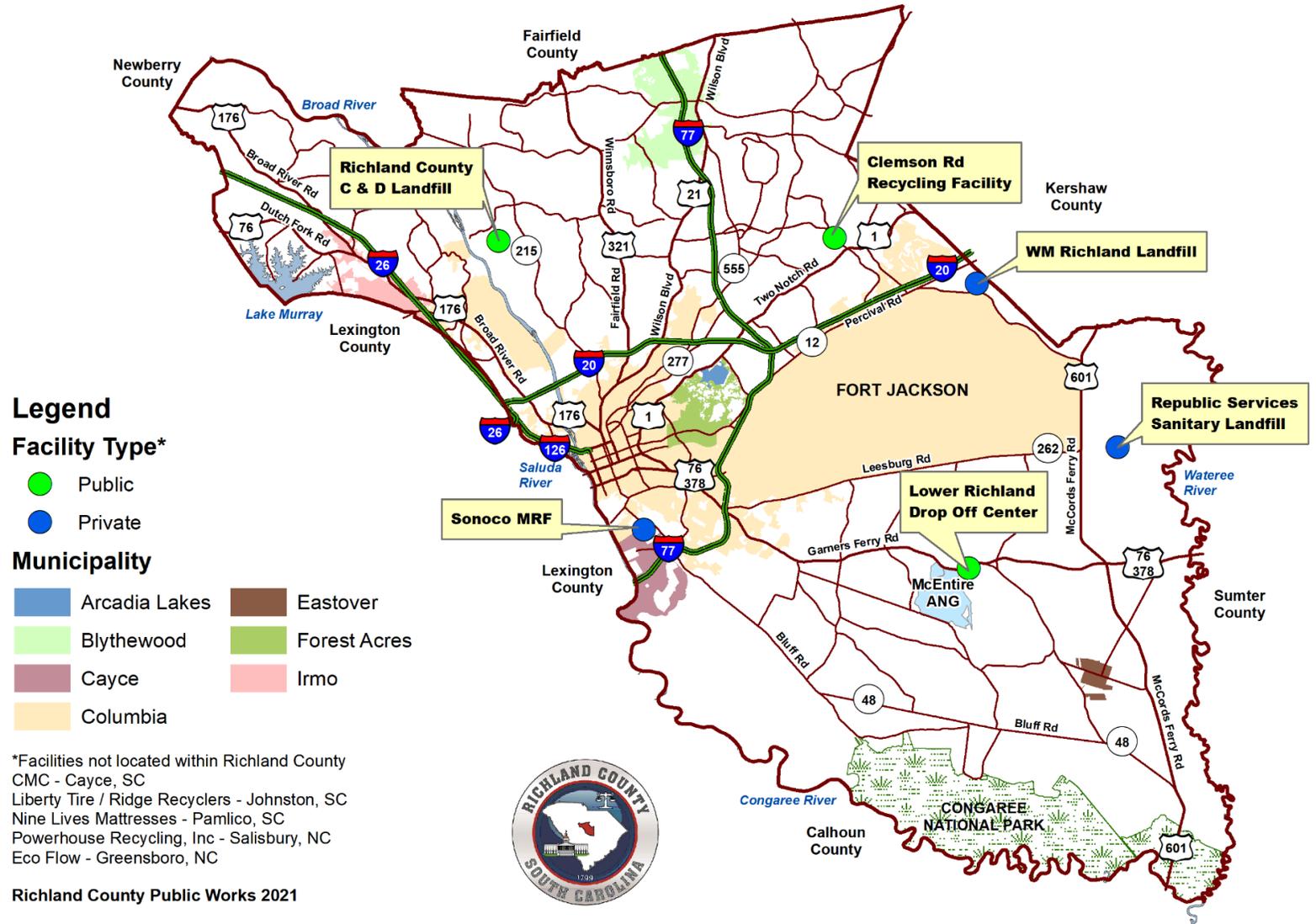


4/8/21



# FACILITY LOCATIONS

## Richland County Solid Waste & Recycling Receiving Facilities



# VOLUMES

- Collections

- Municipal Solid Waste = 66,000+/- tons/year
- Recycling Materials = 11,000+/- tons/year
- Yard Waste = 25,600+/- tons/year

- Contracts

- 8 Collections – Staggered
- 1 Hauling
- 1 Commercial
- 4 Recycling
- 1 Grinding
- 1 Fleet System



# MAJOR COSTS

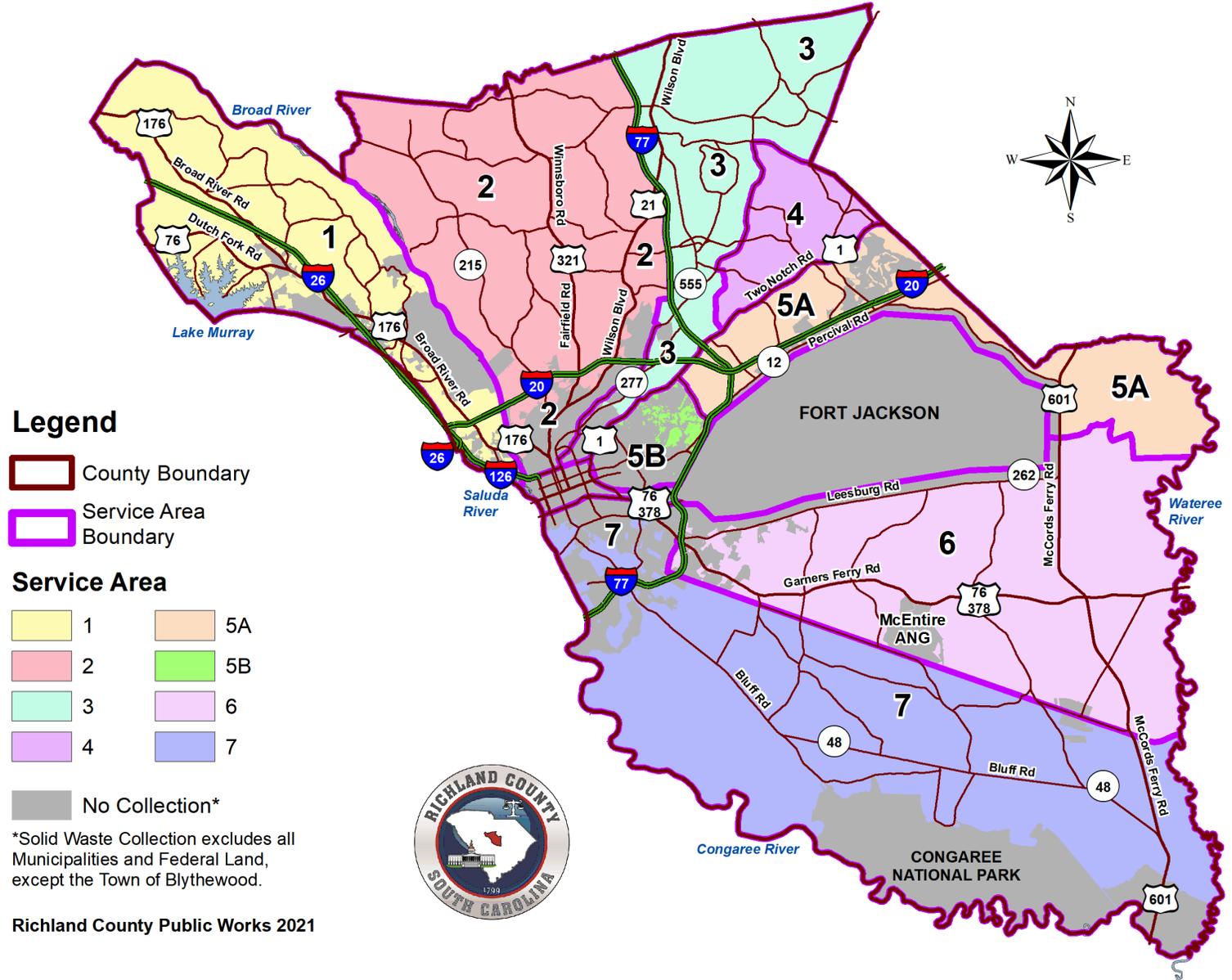
- **Collections** - \$28,000,000/yr (Curbside \$21.11 - \$24.61 per customer/month)(Rearyard \$37.68 - \$61.53 per customer/month)
- Landfill - \$5,000,000/yr
- Sonoco – Variable by market values, \$500,000/yr currently falling to \$100,000/yr
- Capital Equipment and Projects under \$1,000,000/yr



# CONTRACT AREAS

- Growing population is calling for contract boundary adjustments or additional areas

## Richland County Solid Waste Contract Areas



# CONTRACT DATES

- Coming Soon

- Collection Area #3 (CWS) 1/31/2022
- Collection Area #1 (WM) 2/28/2022
- Collection Area #6 (WM) 2/28/2022

- Future

- Liberty Tire recycling 05/19/2022
- Powerhouse(E-waste) 06/22/2022
- Collection Area #2 (WI) 12/31/2022
- Collection Area #5A (CWS) 12/31/2023
- Collection Area #5B (Johnson) 1/1/2024
- Collection Area #7 (Johnson) 1/1/2024

- Hauling (CWS) 1/11/2024

- Dumpsters (Republic) 1/11/2024

- Collection Area #4 (WI) 12/31/2024

- MSW Landfill (WM) 6/30/2025

- MRF Recycling (Sonoco) 3/31/2026

- Indefinite Delivery

- Nine Lives (Mattresses)

- EcoFlo (Household Liquids)



# SOLID WASTE MANAGEMENT PLAN

- Will be coming to Council for adoption this summer.



# CPI EFFECT

- All contracts use Consumer Price Index for rate adjustments
- Last years CPI added about 1.4% to the contracts
- CPI has been low, but that may change
- Revenue of the Enterprise must match contractual adjustments to stay solvent.
- We will bring SWR Rate adjustment recommendations to Council each year.



# SERVICE COMPARISON

Town or County	MSW Curbside	Curbside Recyc	Yard Trash	Bulk Collection	Cost curbside per month	Cost Backyard per month	Rural Service cost per month	Limitations
Richland County	Yes	Yes	Yes	Yes	\$ 26.98	\$ 52.60	N/A	yard waste
City of York	Yes	No	Yes	No	\$ 16.46		\$ 21.46	yard waste
City of Greenville	Yes	Yes	Yes	Yes	\$ 16.50		N/A	yard waste
City of Myrtle Beach	Yes	Yes	Yes	Yes	\$ 30.80	N/A	N/A	Bulk/yard
Town of Lexington	Yes	Yes	Yes	No	\$ 33.00	\$ 66.00	N/A	yard waste
Horry County	Yes	Yes	Yes	No	\$ 35.00	N/A	N/A	Rural MSW only
Lexington County	Yes	Yes	Yes	No	\$ 33.00	\$ 66.00	N/A	Bulk at additional cost
City of York	Yes	Yes	No	No	\$ 16.46	N/A	\$ 21.46	Xtra pick-up 19.00 per cart
City of Charleston	Yes	Yes	No	No	\$ 8.25	N/A	N/A	SW user fee/tax bill
North Augusta	Yes	Yes	Yes	No	\$ 25.88	N/A	\$ 19.41	Rural is MSW and Recyclables
Fort Mill	Yes	Yes	No	No	\$ 19.00	\$ 19.00	N/A	19.00 per containerx2=38.00 per month Backyard is Special Service
Sumter	Yes	No	No	No	\$ 10.00	N/A	N/A	Not currently recycling
Marion	Yes	No	No	No	\$ 15.75	N/A	N/A	
Walterboro	Yes	No	No	No	\$ 28.00	N/A	N/A	Twice weekly/2020 rates
Abbeville	Yes	Yes	No	No	\$ 15.70	\$ 15.70	N/A	Back yard is Special Service



# CUSTOMER SERVICE PERFORMANCE

DATES	HAULERS	NOT VALID	VALID	TOTAL	HOUSEHOLDS	COMPLAINTS PER 100 HH	% Valid
3/20/20 - 4/11/20	1 WM	107	50	157	18231	0.27	31.85%
	2 WASTE IND	30	38	68	10550	0.36	55.88%
	3 CWS	132	4	136	15306	0.03	2.94%
	4 WASTE IND	70	41	111	17587	0.23	36.94%
	5A CWS	108	13	121	8533	0.15	10.74%
	5B JOHNSON	8	1	9	1689	0.06	11.11%
	6 WM	29	31	60	10519	0.29	51.67%
	7 JOHNSON	15	6	21	5877	0.10	28.57%
		499	184	683	88292	0.21	
			26.94%				
3/1/21 - 3/31/21	1 WM	58	106	164	18348	0.58	64.63%
	2 WASTE IND	33	39	72	10850	0.36	54.17%
	3 CWS	71	36	107	15678	0.23	33.64%
	4 WASTE IND	43	80	123	17716	0.45	65.04%
	5A CWS	51	44	95	8627	0.51	46.32%
	5B JOHNSON	8	2	10	1689	0.12	20.00%
	6 WM	53	82	135	10529	0.78	60.74%
	7 JOHNSON	26	8	34	5877	0.14	23.53%
		343	397	740	89314	0.44	
			53.65%				



# CUSTOMER SERVICE ■ ROOT CAUSES

- Reduced number of trucks on the routes
  - Lengthened hours and working into the dark
  - New staff covering the added areas
  - Higher turnover rate – training issues
  - Why? Lower number of people in the market for hire
- Hauler field operation
  - Limited use of software
  - Cart techs running the truck vs. the driver
- Lack of meaningful penalties
- High level of services for one flat fee



# RECOMMENDATION ■ BULK ITEM PICKUP

- The contractors provide this service to about 16,000 customers per year.
- Limit the pickup to four items
- Continue appointments



# RECOMMENDATION ■ YARD WASTE

- This requires improved collection efficiency.
  - The loose materials require hand pick-up, pitch forks and raking.
  - The garbage trucks are not the best equipment for this use.
  - This should be bagged vegetation clippings, and bundled branches.
- [Curotto-Can](#)
- [Truck](#)
  - Automation with year waste will limit eliminate bagging and bundling, and will invoke a roll cart limit.



# RECOMMENDATION ■ COMMODITY AUTHORITY

- An item or items may no longer be recyclable due to the processing or lack of market.
- Who will have the authority to change the list of items that can be recycled at the Material Recovery Facility?
  - We Recommend Administrator or DPW level approval
  - Any change will require public information



# RECOMMENDATION ■ ORDINANCE UPDATE

- The ordinance is out of date and requires updates
- Intent to run the update in parallel with contract decisions
- Move to an Annually Approved Rate Sheet and Schedule of Fees
- Limitation of Contract Areas is currently two per contractor.
  - This prevents a takeover of Collections by one large organization
  - This also prevents our current contractors from proposing on other areas
    - Should a high performing contractor be allowed to propose on more?



# RECOMMENDATION ■ ACCOUNTABILITY

- Penalties for failing performance
- Adjustments to contract areas
- Reward for high performance



# PENALTY SCHEDULE

- Use: Hauler Report Card
- Basis: Valid complaints per 100 households
- Staff finds an acceptable level of missed collections to be 0.25 per 100 pickups



# PENALTY SCHEDULE

- 1<sup>st</sup> offense-written warning with no financial penalties.
- 2<sup>nd</sup> consecutive offense 0.5% penalty assessed during monthly billing.
- 3<sup>rd</sup> consecutive offense 1.5% penalty assessed during monthly billing. Contractor also required to submit a written action plan (WAP) with details as to how to meet the standard.
- 4<sup>th</sup> consecutive offense 2.5% penalty assessed during monthly billing.
- 5<sup>th</sup> consecutive offense 3.5% penalty assessed during monthly billing and contract assessment.



# CONTRACT AREA ADJUSTMENTS

- Moving the lines to reduce area of poor performance
  - Renegotiate contracts
  - Bid new area created
- The above is a reward to high performing contractor(s)
- Further reward is to renew a high performing contractor without bidding their area, say 0.20 valid complaints per 100 or less as an average is considered High Performing.



# CONTRACT TIME

- We currently have five year contracts.
- We recommend contract duration be three (3) calendar years with 2 one-year renewal periods. Contracts may be re-negotiated at any time during the contract period at the request of Richland County Solid Waste and Recycling.



# LONG RANGE IMPROVEMENTS

- Automated collection trucks
  - One employee versus three for normal collections
  - Special service and rear yard pickup may require a loader
  - Yard waste collection will require a roll cart limit
  - Piloting requires all late model roll carts on the route(s). Replacement roll carts are needed.
- Add drop centers in lieu of some curbside collection services
- Drop center or reduce curb side yard waste
- Drop center or reduce bulk item pickup

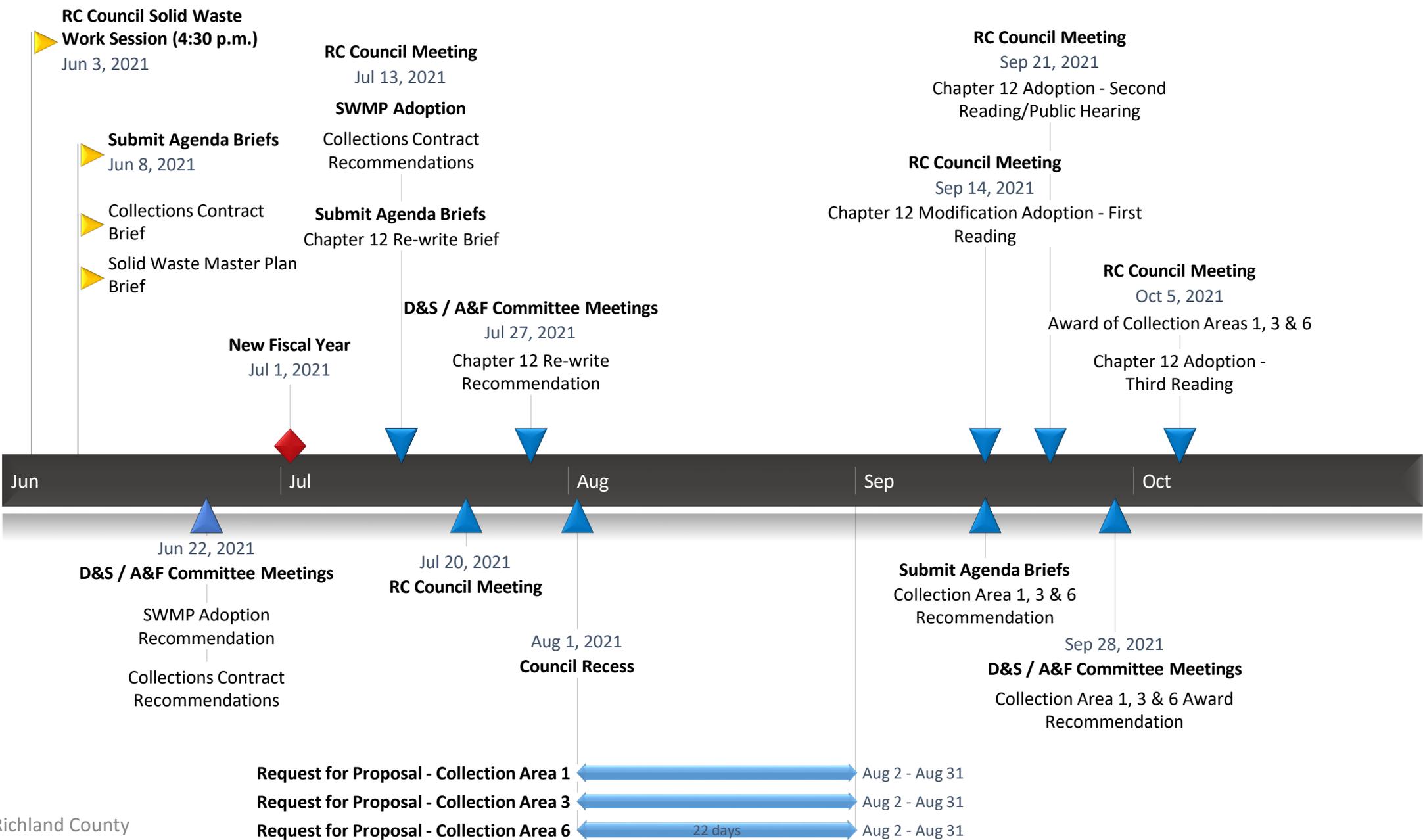


# SCHEDULE



2021

2021



# QUESTIONS

