

# Section II

## Executive Summary

### A. SECTION II INTRODUCTION

The Summit Akron Solid Waste Management Plan uses a series of fundamental components to evaluate the current solid waste management practices and behaviors as well as to establish future feasible improvements. It utilizes a base reference year as an equalizer to compare and analyze data that represent the integrated waste management system that operates within the jurisdiction of the Authority. In that sense, the Plan Update serves as a snapshot in time to pause, consider and evaluate the features, benefits and return on investment of current programs, services and policies.

### WASTE STREAM ANALYSIS

The Waste Stream Analysis includes an inventory of waste stream generators, and an analysis of waste content. National and regional studies and trends are used to analyze the local waste stream, its composition and to calculate future disposal and recovery rates. Finally, projected population and employment increases are used to derive future solid waste management capacity needs.

### WASTE HANDLING AND DISPOSAL

The Waste Handling and Disposal component includes an inventory and description of the solid waste collection programs for residential, commercial, and industrial entities. An assessment of the adequacy of collection programs for the current and future population is included. This component also contains a detailed inventory and description of current disposal facilities. Each disposal facility is recorded along with its ownership, location, and capacity. Assurances of available capacity for the planning period are required within the Waste Handling and Disposal element. An examination of contingency disposal and processing methods are explored.

### RECYCLING AND WASTE MINIMIZATION

The Recycling and Waste Minimization component begins with an inventory of the waste recycling programs available within the area of the Authority. Composting programs and yard waste management services are also outlined. The Recycling and Waste Minimization

component contains an assessment of the Authority’s overall attainment of the statewide diversion and access goals. Finally, this component highlights future potential enhancements to Authority and/or municipal programs.

### IMPLEMENTATION STRATEGY

The final component of the plan is the Implementation Strategy, which brings together the findings and recommendations of the planning process into an action plan. The Implementation Strategy describes the financial resources, personnel, tools and timeframe to achieve the goals of the Solid Waste Management Plan.

### BASIC INFORMATION AND ORGANIZATION OF THE PLAN UPDATE

The Summit/Akron Solid Waste Management Plan incorporates the components described above into nine chapters. A brief description of the contents of each is shown in Figure II-1. A series of appendices provides supporting legal documents and survey results. The following tables offer quick reference facts. Table ES-1 includes the timeframe and reasons for the Plan Update. Table ES-2 provides basic contact information. Table ES-3 summarizes some basic statistics referred to throughout the Plan. Finally, to fulfill one of the major components of the planning process, Table ES-4 shows the disposal capacity available to SASWMA during the planning period.

**TABLE ES-1 GENERAL PLAN INFORMATION**

<b>District Name: Summit/Akron Solid Waste Management Authority</b>		
<b>District ID #: (for OEPA use only)</b>	<b>Reference Year: 2010</b>	<b>Planning Period: 2014-2028</b>
<b>Plan Status (underline one):</b>		<b>Reason for Plan Submittal (see I.B.):</b>
<u>D</u>	RD	DR
<b>Approved (date) / / OI (date) / / DA</b>		<b>Mandatory Five Year Plan Update</b>
<b>Abbreviations: D = draft, RD = ratified draft, DR = draft revised, OI = ordered to be implemented, DA = draft amended</b>		

**TABLE ES-2 DISTRICT COORDINATOR/OFFICE**

<b>Mrs. Yolanda Walker, Executive Director</b> <b>Summit Akron Solid Waste Management Authority</b> <b>12 East Exchange Street, Third Floor</b> <b>Akron, Ohio 44308-1541</b>	
<b>PHONE: (330) 374-0383</b> <b>FAX: (330) 374-1819</b>	<b>EMAIL: <a href="mailto:ywalker@summitreworks.com">ywalker@summitreworks.com</a></b> <b>WEBSITE: <a href="http://summitreworks.com">http://summitreworks.com</a></b>

## Figure-ES-1 Plan Organization

### Section 1

- presents the organizational structure and duties of the Summit/Akron Solid Waste Management Authority
- describes the key indicators that must be tracked and monitored to meet the goals and objectives of the Plan
- describes the circumstances and fundamental guidelines that would prompt a premature revision to this Plan

### Section 2

- serves as the Executive Summary
- provides a brief synopsis of the elements of the Plan along with vital data and statistics

### Section 3

- documents the current collection, disposal, recycling and composting practices
- identifies transporters and facilities
- provides data on local municipal collection programs

### Section 4

- establishes the benchmarks for population, waste generation and reduction for 2010 the baseline reference year
- presents the performance of programs provided by SASWMA, the municipalities, and the private sector
- compares local efforts to national trends
- illustrates strengths and weaknesses and makes recommendations for future recovery
- discusses the economic and environmental benefits of waste reduction and recycling.

### Section 5

- offers justifications for the strategies to be used to implement a comprehensive waste management system
- provides projections for future waste generation, recovery and disposal
- addresses the impact of the evolving waste composition on programs, performance and revenue
- describes modifications to existing programs as well as those newly proposed

### Section 6

- projects the future material processing and disposal capacity required by SASWMA during the planning period
- establishes an implementation schedule for SASWMA programs to meet the goals of the State Solid Waste Plan.

### Section 7

- confirms the Authority's commitment to comply with Goal #1 Access to Recycling
- confirms the Authority's voluntary commitment to move toward attainment of Goal #2 Material Diversion
- provides assurances that all of the final recommendations of the Plan Update are implemented

### Section 8

- illustrates the base financial needs of the Authority to provide the programs and services outlined in the Plan
- provides revenue and expenditure projections
- offers advanced indications of when budgetary needs may exceed revenue
- demonstrates how funds can be reallocated to support core services.

### Section 9

- provides the Summit/Akron Solid Waste Authority powers to establish rules during the planning period
- reserves all rights in accordance with statutory authorities granted to SASWMA under the Ohio Revised Code

**Table ES-3  
Plan Data Summary**

Plan Data		Reference Year 2010	Year Five 2015	Year Ten 2020	Year Fifteen 2025
Population					
<b>Total SASWMA Population</b>		<b>543,072</b>	<b>546,552</b>	<b>550,035</b>	<b>549,745</b>
Generation	Residential/Commercial	533,665	537,085	540,507	540,222
	Industrial	116,968	116,968	116,968	116,968
	Exempt	49,033	49,033	49,033	49,033
<b>Total Generation (tons)</b>		<b>699,666</b>	<b>703,086</b>	<b>706,508</b>	<b>706,223</b>
Waste Reduction	Industrial Source Reduction	0	0	0	0
	Industrial Recycling	51,932	51,932	51,932	51,932
	Res/Comm Source Reduction	0	0	0	0
	Res/Comm Recycling	55,369	64,587	75,338	87,292
	Composting	70,739	71,192	71,646	71,608
	Incineration	6	6	6	6
	Ash Disposed	0	0	0	0
<b>Total Waste Reduction (tons)</b>		<b>178,046</b>	<b>187,718</b>	<b>198,922</b>	<b>210,839</b>
Landfills					
Out of District Landfills		521,620	515,368	507,587	495,385
<b>Total Landfill (tons)</b>		<b>521,620</b>	<b>515,368</b>	<b>507,587</b>	<b>495,385</b>
<b>Waste Reduction Rate</b>		<b>25.45%</b>	<b>26.70%</b>	<b>28.16%</b>	<b>29.85%</b>

**Table ES-4  
Existing Disposal Facilities**

Name	County	Authority Tons	Total Tons	Years Left
Amercian Waste Landfill	Stark	264,221	69,196,856	73.20
Carbon Limestone Landfill	Mahoning	774	25,656,351	27.10
Central Waste Landfill	Mahoning	66,961	2,358,567	6.00
Countywide RDF	Stark	91,964	33,124,626	77.00
Geneva Landfill	Ashtabula	27	524,231	3.40
Kimble Landfill	Tuscarawas	48,329	38,685,789	83.30
Lake County Solid Waste Facility	Lake	6.00	1,440,000	8.80
Lorain County Landfill	Lorain	48,342	0	0.00
Unnamed Indiana Landfill	Unknown	995	0	0.00
<b>Totals/Average</b>		<b>521,620</b>	<b>170,986,420</b>	<b>30.98</b>

Note: Years Remaining Based on Landfill Receipts in 2010  
Numbers are rounded in calculations

## HIGHLIGHTS OF THE PREVIOUSLY APPROVED PLAN

Previous planning efforts resulted in ratification of the Summit/Akron Solid Waste Management Plan in November 2007. The focus of the 2007 Plan was the Authority's commitment to comply with Goal # 1 of the State of Ohio's Solid Waste Plan. Goal #1 requires that 90% of the resident population have access to recycling opportunities. In addition, commercial establishments must have access to a reasonable amount of recycling collection and processing services.

To accomplish this objective, the growth of residential curbside recycling programs was a high priority. This goal was followed by the location of drop-off collection points, where the decisions to implement curbside services were not forthcoming. In 2010, twenty communities offered non-subscription and seven offered subscription curbside collection programs. More than 93% of the population lives in those twenty-seven communities. The remaining <7% where no curbside service was offered could access full-service drop-off collection sites.

On the commercial front, SASWMA set out to enlist a greater number of businesses into its "Recycling that Works" collection program. The intent of the program was to develop a sufficient number of customers on a route to facilitate the ability of the private sector to expand commercial recycling collection at a reasonable cost.

SASWMA continued to provide for the collection of difficult to manage materials such as tires, appliances, electronic waste and household hazardous waste. Its community outreach and educational programs also flourished with the addition of electronic communication and social media.

While other factors may influence the choice, the availability of services is no longer an obstacle in making the decision to recycle. SASWMA has attained Goal #1 with the existing programs.

## IMPACT OF MARKET CONDITIONS ON THE 2007 FORECASTS

The planning process forecasts a number of factors that have direct influence on solid waste management decisions. Without knowledge of future prevailing conditions or circumstances, or by discounting national trends in local assumptions, it is easy to miss issues on the horizon that could impact future performance expectations, as well as revenues and expenditures.

Figure ES-2 shows the projected and actual reported results for four years during the last planning period. Immediately noticeable on the chart are the differences in projected and actual waste generation and disposal. The decreases resulted from the loss of a major industry and a general trend toward lower per capita waste generation coupled with a declining population.

These factors have direct impact on SASWMA's operating budget.

Figure ES-2 SASWMA Waste Generation, Recovery and Disposal - Projected vs. Reported 2006-2010

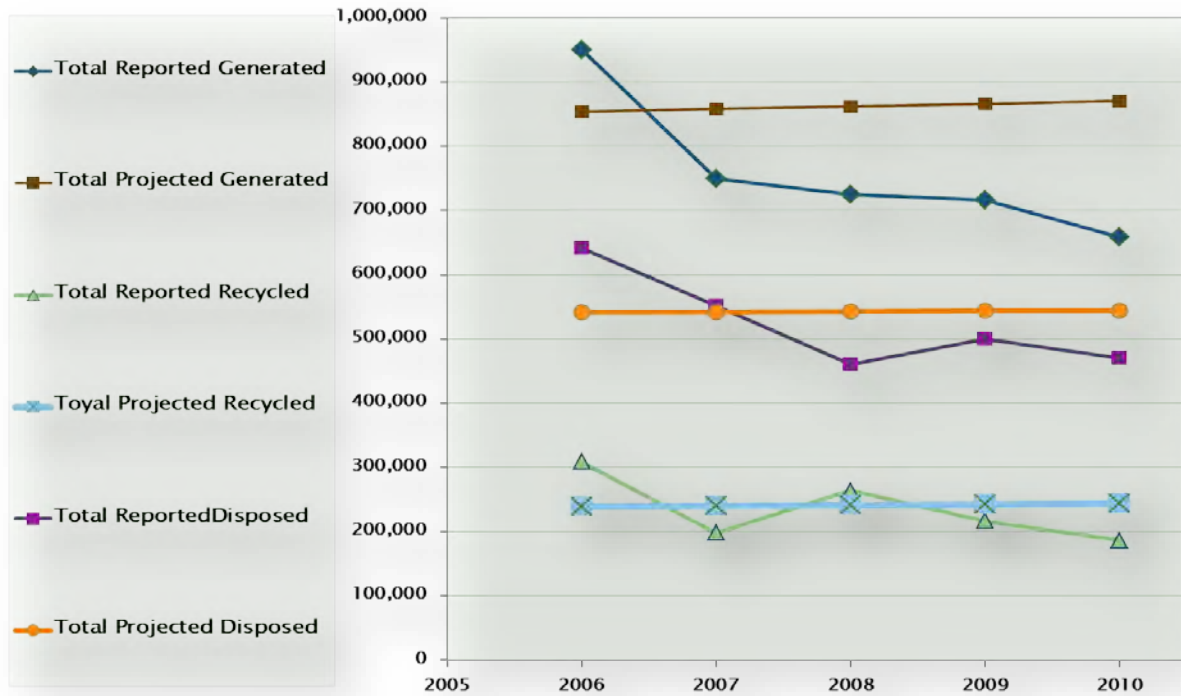


Table ES-5 Current Programs & Services – Anticipated Modifications

Program	Goals	Modifications	Program	Goals	Modifications
Municipal Residential Curbside Collection	#1 #2	Increase Non-Subscription Services	SASWMA HHW Collection	#2 #5	Materials Accepted Times of Operation
Municipal Residential Drop-Off Collection	#1 #2	Transitions to Curbside	SASWMA Recycling that Works	#2 #3 #4	Expanding All Programs
Private Sector Drop-Off Collection	#1 #2	None	SASWMA Scrap Tire Collection	#2 #5	None
SASWMA Drop-Off Collection	#1 #2	Transition to Curbside	SASWMA Appliance Collection	#2 #5	None
Private Sector Commercial Recycling	#1 #2 #5	None	SASWMA Grants & Incentives	#1 #2 #6 #7	Shift to Performance Based
Yard Waste Management	#2	None	SASWMA Grant Assistance	#1 #2 #6 #7	None
Industrial Outreach	#2 #3 #4 #7	None	Education	#2 #3 #4	Universal Single Stream Campaign
Commercial Outreach	#2 #3 #4 #7	None	Municipal Outreach	#1 #2 #3 #4	Municipal Forum
Hardy Road Landfill		Pay-off Completed 2024	Health Department Support		Decrease in Funding

## FEATURES OF THE PLAN UPDATE

With diminishing revenues, it is prudent for SASWMA to modify existing services and to rethink how programs and services will be provided moving forward. Table ES-5 lists current programs. It indicates what, if any, modifications are proposed in the Plan Update.

SASWMA has attained Goal # 1 of the State of Ohio's Solid Waste Plan - to provide recycling access to 90% of the residents and ensure commercial opportunities as well. New in this Plan Update is an internal voluntary commitment to comply with Goal #2 - a 25% diversion in residential/commercial waste and 50% reduction in industrial waste, based on the Format 3 Guidelines. This Plan Update targets six essential elements that will drive SASWMA's programmatic efforts to meet Goal #2. Figure ES-3 offers a brief synopsis of each one.

## COSTS OF IMPLEMENTATION

SASWMA incurs significant costs to provide the programs and services required by the goals of the State of Ohio's Solid Waste Plan. From the reference year 2010 to the end of the planning period in 2028, the total cost of plan implementation is estimated at \$46,298,779. Because of the anticipated decrease in revenues, at numerous points in the planning period, it will be necessary for SASWMA to make cash disbursements from its reserve operating funds. In addition, some modifications to its traditional spending plans will be required and reallocation of funds from one program to another will occur. Key in the spending plan are the following:

- Greater funding is devoted to education and awareness to support SASWMA's design and development of a Systemwide Single Stream Education and Awareness Campaign.
- A significant reduction and subsequent cap on the cost of HHW collection will result from eliminating some materials that can be collected elsewhere and reducing the days/seasons of operation.
- A major accomplishment anticipated during the planning period is the payout of the Hardy Road Landfill Closure Fund.
- Decreased funding to the Health Department will occur gradually and eventually reach a level that will be maintained for the duration of the planning period.
- SASWMA proposes shifting more monies toward the support of recycling collection services to expand RTW and related programs. This will occur post Hardy Road Landfill payout.
- A 5% increase is provided for personnel to cover modest cost of living increases and anticipated increases for medical benefits.
- General administrative costs increase annually by approximately 1%.

## Primary Elements of the 2013 Plan Update

### Strategic Business Planning

- provides the staff and Board of Trustees with a reference point for future decision making
- begins a rebranding and marketing process with a fresh and innovative education campaign
- requires SASWMA to use proper metrics to assess current and future programs and services.

### Performance Based Budgeting

- initiates a formal program review process
- directly relates costs of services to established measurable goals
- considers economic, social and environmental measures
- avoids duplication of services available from private sector or non-profit sources

### Information Management Practices

- standardizes internal protocols and procedures to obtain, manage and document data
- establishes a centralized database to facilitate ready access to reports, statistics, facts, figures
- saves time in preparing OEPA reports
- improves reporting

### District-wide Education Campaign

- decreases the cost of producing educational materials by each municipality
- reduces confusion and contamination by providing consistent instructions
- increases participation through repeated exposure in a variety of multi-media sources
- creates greater awareness of SASWMA's other programs through familiarity and name recognition
- increases diversion

### Seminars & Forums for Municipal Officials

- creates a network of informed and motivated municipal officials
- encourages information sharing
- promotes joint efforts and resource sharing
- leads to better municipal collection specifications and contracts

### Reward Results

- provides funding to municipalities to support local recycling programming efforts
- incentivizes municipalities to implement effective recycling collection programs
- offers recognition awards to highest performers to promote best practices
- promotes resident participation by publicizing local results and rewards



## HISTORIC AND FUTURE OBJECTIVES.

Two of the major objectives of the planning process were to develop ready access to data and to develop metrics for measuring program performance. Table ES-6 offers a snapshot of the most commonly used and referenced statistics in solid waste planning. The table illustrates past expectations and how those compared in time to the actual data. It also provides a view of future projected targets. The table can be used as a quick assessment of the current performance and its comparison to historic trends.

## SUMMARY OF HISTORIC AND FUTURE OBJECTIVES.

During the planning process, the Authority examined many of its long-standing programs to determine the return on investment for each. Through program modifications, downsizing of certain services, and introducing cost controls SASWMA will provide a strong complement of value added service offerings. Reaching the milestone of final payment for closure/postclosure cost for the Hardy Road Landfill, allows SASWMA to redirect those funds to support the expansion and growth of residential and commercial recycling collection programs. By centralizing the design, development, and distribution of single stream educational materials, SASWMA will be able to produce higher quality materials at a lower unit cost, while escalating the public's awareness of recycling. More frequent interaction with municipal service directors will improve the quality of programs offered at all levels.

SASWMA has the initiative, drive and resources to successfully implement the Plan Update. It is however important to remember that all of the elements recommended must be implemented in conjunction with one another in order for the Authority to attain its goals.

Table ES-6 Dashboard of Key Indicators

Category	Actual Previous Reference Year 2004	Previous Plan's Projected Year 2010	Actual Current Reference Year 2010	Future Planning Projected Year 2015
<b>SASWMA Population</b>	<b>548,521</b>	<b>554,828</b>	<b>543,072</b>	<b>546,552</b>
<b>Total Tons Waste Generated</b>	<b>876,303</b>	<b>870,632</b>	<b>699,666</b>	<b>703,086</b>
Residential Commercial	581,336	608,897	533,665	537,085
Industrial	261,366	261,735	116,968	116,968
<b>Total Tons Disposed</b>	<b>570,115</b>	<b>579,095</b>	<b>521,626</b>	<b>515,374</b>
Residential Commercial	438,234	491,705	407,557	401,305
Industrial	53,230	52,974	65,030	65,030
<b>Total Tons Recycled</b>	<b>237,065</b>	<b>243,416</b>	<b>107,301</b>	<b>116,520</b>
Residential Commercial	28,929	34,655	55,369	64,587
Industrial	208,136	208,761	51,932	51,932
<b>Total Tons Composted</b>	<b>69,123</b>	<b>82,536</b>	<b>70,739</b>	<b>71,192</b>
Residential Commercial	69,123	82,536	70,739	71,192
Industrial	0	0	0	0
<b>Operating Budget</b>				
Generation Fee	\$2,505,889	\$2,723,394	\$2,359,529	\$2,331,674
SASWMA Expenditures	\$1,960,577	\$2,723,257	\$2,888,271	\$2,346,302
<b>Level of Attainment of Goal # 1 Population Access to Recycling</b>	<b>86%</b>	<b>93%</b>	<b>103.35%</b>	<b>104%</b>
Drop-Off Sites			4	3
Drop-Off Sites with Curbside	13	16	10	9
Subscription Curbside	12	7	7	5
Non-Subscription Curbside	13	17	20	23
<b>Level of Attainment Goal #2 Diversion Rate</b>	<b>SASWMA did not commit to this Goal</b>	<b>SASWMA did not commit to this Goal</b>	<b>SASWMA did not commit to this Goal</b>	<b>SASWMA did commit to this Goal</b>
Total Waste Reduction Rate	34.94%	36.01%	25.45%	26.70%
Goal 25% Residential/Commercial	16.87%	19.25%	23.63%	25.28%
Goal 50% Industrial	79.63%	79.76%	44.4%	44.4%