Once-a-Week Residential Automation and Single-Stream Recycling Program
Excellence Award Application

Presented to:
SWANA
Technical Programs Department
1100 Wayne Ave., Suite 700
Silver Springs, MD 20910

Presented by:
Charlotte County
18500 Murdock Circle
Port Charlotte, FL 33948
(941) 743-1200

April 15, 2011
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1 EXECUTIVE SUMMARY

The evolution of solid waste collection vehicles has been historically driven by an overwhelming desire by solid waste professionals to collect more waste for less money, as well as lessening the physical demands on sanitation workers. Residential waste collection over the past century has evolved from the horse-drawn and human powered carts to motor-operated vehicles specifically designed for solid waste collection. These included the first collection vehicles in the 1940s and 1950s, which incorporated the cab over engine chassis design and improved winch and compaction technologies, to address the need for a shorter turning radius vehicle and for improved waste capacity on each truck that was needed for more efficient residential collection.

In our program, residents are provided a standardized container into which they place their waste. Residents must place their cart at the curb on collection day. During collection, the driver positions the collection vehicle beside the cart. Using controls inside the cab of the vehicle, the driver maneuvers a side-mounted arm to pick up the container and dump its contents into the hopper of the vehicle. The driver then uses the arm to place the container back onto the curb. Under this type of collection system, the driver is able to service the entire route; the need for additional manual labor is eliminated. The savings in personnel and worker’s compensation costs, as well as the increase in crew productivity for automated collected have been well documented for our program. This translates into lower monthly costs for our customers.

In 2010, we expanded the automation program to include the collection of curbside collection recyclables using the single-stream collection approach. Our experience has shown that the success of this program has been dependent on a proactive education and outreach program. The combination of automated residential collection and single-stream recycling has enabled Charlotte County to provide world-class customer services to our residents.
2 DESIGN OF COLLECTION FACILITY/MANAGEMENT SYSTEM

Charlotte County and its solid waste collection provider, Waste Management (WM), have implemented an automated solid waste system for residential customers in the unincorporated areas of the County. As the initial efforts were underway, the County moved to expand the program to include automated, single-stream recycling from a two-bin sort system.

PROGRAM BASICS

All residents of unincorporated Charlotte County are entitled to one garbage cart and two green recycling bins. One cart is assigned by serial number to each resident and is property of Charlotte County. If the resident moves he/she must leave the cart behind for the next occupant of the residence. Each Charlotte County residential homeowner is responsible for routine maintenance such as keeping the carts clean, removing the carts from the street or lane after collection and storing the carts in a safe place just as they would do with their own garbage cans. Some of the basics of the program include the following:

- All single-family residences in the unincorporated areas are provided a garbage cart container. The cart is designed to work with the WM automated trucks and come in a 95 and 65 Gallon sizes.

![Figure 1. Equipment Used by the County Collection Program](image)

- Collections are Monday through Friday with the exception of Christmas, Thanksgiving, and July 4. If the holiday falls on a weekday, services will be delayed by one day for that week only. For example: If the holiday falls on Thursday then Thursday services are provided on Friday, and Friday services on Saturday. The schedules will not be affected if one of the three holidays falls on a Saturday or Sunday.

- Homeowners are allowed up to six overflow collections per year for those occasions that their refuse exceeds the capacity of your cart.

- In addition to the garbage cart, every resident is entitled to two green recycling bins; you may co-mingle all your recyclables. We currently recycle Plastics coded #1
through #7 (coded on the bottom of the plastic item). Residents can pick up their recycle bins at either of our two county transfer and recycling facilities, or WM can deliver the bins.

- Yard trimmings are placed in either paper yard trimmings bags or standard garbage cans.

- Each residence is also authorized two bulk pick-ups (up to 20 cubic yards) as well as up to four appliances (White Goods) per year.
3 ENVIRONMENTAL CONTROLS AND REGULATORY COMPLIANCE

ENVIRONMENTAL AND AESTHETIC BENEFITS

The use of standardized containers for automated collection has proven to result in a number of clear environmental benefits. The rolling carts are more resistant to animals, which reduces unsightly blowing litter and strewn garbage, and replaces unsightly set-outs with a single uniform container over an entire community. The carts also are designed with closed lids which also help to reduce odors and keep water out of setouts, reducing leakage from trucks and water weight at landfills. Automated yard trash collection programs also eliminate the need for residents to use plastic bags which end up in the landfill and reduce the quality and usability of mulch products while providing residents with a convenient wheeled cart to collect debris while landscaping.

The County’s program has provided residents with a superior means of solid waste collection as well as providing our neighborhoods with an improved streetscape appearance (Figure 2).

![Figure 2. Changes in Our Neighborhood Appearances](image)

REGULATORY COMPLIANCE

The State of Florida has recently enacted a 75% recycling goal by the year 2020 for the State’s communities. By implementing the single-stream recycling program with our automated collection system, we believe we are on our way to fulfilling the state’s goal to provide residents with access to an enhanced residential recycling opportunity. Also by providing two mini-transfer & recycling centers for the County residents at no cost and our composting operation at the landfill in which we compost yard waste and bio-solids from the wastewater facilities is also helping us meet the 75% recycling rule.

In addition to meeting this goal, we have significantly reduced the carbon footprint of providing solid waste collection services. Consuming less diesel fuel with automated waste collection and recycling is reducing overall annual CO₂ emissions of an estimated 887 tons per year. Further, an estimated 50 percent reduction in the number of weekly pickups by WM will help reduce the deterioration of County roadways. In essence, this will extend the surface life of our roadways between maintenance strategies.
4 PROGRAM PLANNING

INITIAL PLANNING EFFORTS

Initial planning efforts for the automated collection program started in August 2003. County staff began to meet with neighborhood associations to identify any specific hot issues dealing with a change in collection method. As a result of these meetings, a memorandum of understanding was signed with WM in September 2003 for implementation of a Test Cart Program.

TEST CART PILOT PROGRAM

The test areas included approximately 3,400 residential homes, which were located in Gulf Cove, South Punta Gorda, and the Edgewater Drive area of Port Charlotte. We also randomly selected employees of the Department to participate in this program. This program began in January 2004 and included several surveys (Table 1) to gage citizen interest and their concerns with the program. Each participate was either given a 96 or 64-gallon rolling cart. Overall, the program received favorable reviews by those included in the pilot program and the County decided to negotiate with Waste Management to move forward on a countywide program for the unincorporated area.

FULL ROLL-OUT OF THE AUTOMATED COLLECTION PROGRAM

In June 2008, the County entered into an amended franchise collection agreement with WM to enable the transition to full automated residential collection service.

Figure 3. Types of Different Roll-Out Carts Being Distributed to Residents
Table 1. Cart Test Program Survey Questionnaire Results, April 2004

<table>
<thead>
<tr>
<th>Questions</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you like the conveniences of using a wheeled refuse cart compared to regular garbage cans?</td>
<td>Yes 87.8%</td>
</tr>
<tr>
<td></td>
<td>No 12.2%</td>
</tr>
<tr>
<td>Do you like the appearance of the wheeled cart in your neighborhood compared to regular garbage cans?</td>
<td>Yes 90.2%</td>
</tr>
<tr>
<td></td>
<td>No 10.0%</td>
</tr>
<tr>
<td>How often do you set out your wheeled refuse cart at the curb for collection service?</td>
<td>Twice a Week 65.9%</td>
</tr>
<tr>
<td></td>
<td>Once per week 11.9%</td>
</tr>
<tr>
<td></td>
<td>Other 23%</td>
</tr>
<tr>
<td>What size wheeled refuse cart are you using?</td>
<td>64 gallon 66.5%</td>
</tr>
<tr>
<td></td>
<td>96 gallon 33.5%</td>
</tr>
<tr>
<td>Does this size cart meet your disposal needs?</td>
<td>Yes 85.9%</td>
</tr>
<tr>
<td></td>
<td>No 14.1%</td>
</tr>
<tr>
<td>Would you want wheeled carts as a standard level of service, knowing that it would cost approximately 25 cents per week?</td>
<td>Yes 54.3%</td>
</tr>
<tr>
<td></td>
<td>No 45.7%</td>
</tr>
<tr>
<td>Do you participate in the curbside recycling program?</td>
<td>Yes 87.3%</td>
</tr>
<tr>
<td></td>
<td>No 12.7%</td>
</tr>
<tr>
<td>Which test area do you live in?</td>
<td>Gulf Cove 33.3%</td>
</tr>
<tr>
<td></td>
<td>South Punta Gorda 25.5%</td>
</tr>
<tr>
<td></td>
<td>Harbor Blvd/Edgewater Ave. 40.2%</td>
</tr>
<tr>
<td></td>
<td>Other 1%</td>
</tr>
</tbody>
</table>

SINGLE-STREAM RECYCLING

The Single-Stream recycling pilot program was initiated in January 2010 with full implementation of the program countywide began October 2010. The program revealed an increase in volumes year-over-year.
The most recent data (five months) for 2010-2011 (October 2010-February 2011) shows an overall 13.7% increase in the recyclables, which is increasing every month. When the totals for February 2010 (two-sort) are compared to February 2011 (single-stream), there is an 18.4% increase (Table 2).

Table 2. Comparison of Recyclables Collected, October 2009 to February 2011

<table>
<thead>
<tr>
<th>Month</th>
<th># of Recycled Tons</th>
<th>Tons Per Day</th>
<th>Curbside Recycling Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>October-09</td>
<td>1,110</td>
<td>50.46</td>
<td>2-sort</td>
</tr>
<tr>
<td>November-09</td>
<td>1,008</td>
<td>48.00</td>
<td>2-sort</td>
</tr>
<tr>
<td>December-09</td>
<td>1,039</td>
<td>45.16</td>
<td>2-sort</td>
</tr>
<tr>
<td>January-10</td>
<td>1,120</td>
<td>47.25</td>
<td>2-sort</td>
</tr>
<tr>
<td>February-10</td>
<td>1,032</td>
<td>51.61</td>
<td>2-sort</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>48.49</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Month</th>
<th># of Recycled Tons</th>
<th>Tons Per Day</th>
<th>Curbside Recycling Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>*October-10</td>
<td>1,090</td>
<td>51.92</td>
<td>Single Stream</td>
</tr>
<tr>
<td>November-10</td>
<td>1,214</td>
<td>50.60</td>
<td>Single Stream</td>
</tr>
<tr>
<td>December-10</td>
<td>1,280</td>
<td>51.22</td>
<td>Single Stream</td>
</tr>
<tr>
<td>January-11</td>
<td>1,340</td>
<td>60.92</td>
<td>Single Stream</td>
</tr>
<tr>
<td>February-11</td>
<td>1,222</td>
<td>61.11</td>
<td>Single Stream</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>55.15</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Start of Single-Stream Program
5 PERFORMANCE, ECONOMICS AND COST EFFECTIVENESS

OLD SYSTEM

The old collection system included the following:

Weekly Refuse Collection

- Twice weekly residential service (six day week, Monday to Saturday, two men on each truck
- 35 trucks per day, 105 employees used

Weekly Recycling Collection

- 1 day week (Monday to Saturday)
- 1 man on each recycling truck
- 10 to 15 trucks per day 13 to 15 employees used
- 8 cubic yard waste trucks

NEW SYSTEM

Waste Management of Charlotte County has been the County’s waste collection service provider for over 20 years with a proven track record of service to the County. There had been few complaints with the manual collection service. Community involvement has been a way of business for Waste Management with long-term involvement with local non-profits including the United Way, Big Brother Big Sisters, Keep Charlotte Beautiful, and Partners for a Clean Charlotte to name a few. Further Waste Management had a proven track record of providing service under adverse conditions including a direct hit from Hurricane Charley with drivers servicing hospitals, emergency responders, and County buildings literally the next day. When complaints did occur, action by Waste Management was swift and effective to resolve any issues. However, as the state was moving towards an increased recycling goal and collection costs were escalating, it was time to investigate alternative collection programs.

The County investigated the results of numerous sanitation collection contracts results throughout Florida. Community after community has seen their contract rates increase. Early in 2004, Waste Management proposed to the County a change in the mode of residential solid waste collection from the traditional manual collection to a once-a-week automated collection program. The County conducted surveys with the County’s residents, which suggested that less than 50% put out trash twice per week. After review by County decision-makers, it was decided that continuing with the current service provider eliminated any issues in service transitioning to one of more other haulers for both residential and commercial customers.
**Economics and Costs**

Waste Management’s proposed a 13% cost reduction to the County’s residential customers to move towards automated collection. This resulted in a reduction in the individual annual solid waste assessment by $15.96 per home. Overall, the cost savings for the first year of service for the unincorporated County totaled nearly $1.3 million. Further, a move toward the once a week collection program has reduced nearly 295,000 miles of annual road travel by collection vehicles, saving on fuel use, roadway maintenance, and carbon dioxide emissions by an estimated 887 tons per year.

**Performance Statistics**

The automated collection program has increased the ratio of homes served per worker by up to three times when compared to that of manual collection. That translates into fewer workers needed to provide service for the same number of households.
6 UTILIZATION OF EQUIPMENT/SYSTEMS AND TECHNOLOGIES

Advantages of Automation

Some of the general advantages of automated collection for our residents and our community include the following:

For Residents

- Convenient and easy method for residents to dispose of trash
- Wheeled containers are easier, more maneuverable, and safer for residents because there is no carrying or lifting of heavy trash cans
- The capacity of most cans provided in these programs are equal to three or four regular trash cans
- The containers keep rodents and pets out of trash given the tight lids
- Cleaner, healthier neighborhoods with no litter on streets after pickup

For the County

- Improved collection efficiency and reduced costs
- Reduced employee injuries
- Lower turnover rate and increased productivity due to automation of service
- Reduced Worker’s Compensation claims and insurance premiums
- Reduced rodent problems

Enhanced Level of Service

Automated solid waste collection is considered a higher level of service (versus manual collection) for residents. For most residents, wheeled carts are easier to move and set out than cans and bags that must be lifted. The new wheeled containers are extremely durable, often lasting ten years or more, and are convenient to use as residents no longer need to buy replacement garbage cans or plastic yard trimmings bags. In most cases, carts are owned and maintained by the jurisdiction or servicing hauler.
7 WORKER HEALTH AND SAFETY

OUR INTEREST IN WORKER SAFETY

Solid waste collection workers are highly exposed to health and environmental safety risks due to exposure to heavy workloads, volatile compounds, potentially hazardous or even infectious materials resulting in musculoskeletal, dermal, respiratory, and gastrointestinal problems. Typical rear-loader operations require manually lifting materials into the collection vehicles. Statistics from such programs suggest that collection crews lift on average, over six tons (13,000 lbs.) per worker per day. In general, this heavy, repetitive, manual lifting combined with an aging workforce tends to generate an increasing number of injured staff.

Our move to a fully automated collection program enhances worker safety and comfort, minimizes manual lifting and exposure to possible hazards in the waste such as sharp objects. Fully automated collection eliminates heavy lifting, walking between setouts and frequent steps on and off the truck. The mechanical arms on modern, fully automated trucks are typically operated by the driver using a joystick control. Rather than slogging through rain and high temperature environments, operators of automated refuse collection systems spend their shifts in climate controlled comfort. The reduced physical requirement increases the diversity and longevity of the workforce that is able to collect waste. Automated collection has proven to significantly reduce collection worker injuries resulting in reduced workers compensation costs, decreasing disability claims, decreasing the number and cost of light duty assignments, and reducing salary fringe benefit costs in the future.

Automated collection programs require right-side only collection routing. Similar to mail carrier routes, vehicles are forced to collect along the curb line making right hand only turns during its collection route. This right-hand only routing scheme enhances safety, reduces the number of unprotected left hand intersection turns, and eliminates the unsafe practices of zigzagging and double-sided collection commonly seen in rear end load collection systems.

OUR TRAINING PROGRAM

World-call safety is achieved when committed employees embrace safety as a core value and act consistently to influence behavior. As such, WM has an extensive health and safety training program for its employees for this specific county automated collection program. The following section is abstracted from the local WM office “Safety Vision Plan”. It includes the following major facets:

- Safety Rulebook Training
  - Comprehensive explanations of company policy and procedures
  - General rules and regulation for vehicle operation
  - Safe practice operational procedures for each line of business
• **Use of Tampa Training Center**
  
  o **For Drivers**
    - Instructed lead training on all company policy and procedures
    - Post and Pre trip vehicle inspection training
    - Driving course complete with obstacles and service stops training
    - Proficiency testing (80% minimum mandatory score required to pass)
  
  o **For All Managers**
    - Instructed lead training on all company policy and procedures
    - Post and Pre trip vehicle inspection training
    - Customer service training
    - Proficiency testing (80% minimum mandatory score required to pass)
    - First aid and CPR certification
    - Accident investigation and route cause analysis

• **Waste Management University**
  
  o Online training for all employees to include management techniques, OSHA regulations, environmental issues, landfill and transfer operation, first aid, and customer service

• **Safety Awareness Training**
  
  o Instructor lead weekly training and testing on all topics listed above as well as health issues such as heart disease, obesity, exercise and diet, blood pressure, etc.

• **On Site Driver Training**
  
  o Driver practices and equipment operation education

• **Observation Behavior Analysis**
  
  o Scheduled field observation and subsequent reviews of all employee driving practices and equipment operation as well as for rule compliance
  
  o This process is in addition and helps to identify training needs/Issues if required

• **Safe Service Reviews**
o Outside company who conducts unannounced field observations of driving practices and equipment operations, which are video recorded and subsequently turned over to the district for safety analysis and rule compliance

HISTORICAL PROGRAM STATISTICS

WM is extremely proud of its safety record and positive impact the program has on its employees and customers. Our recordable OSHA injury frequency has dropped substantial since the program has been implemented, as shown by the statistics in Table 3. The measured frequency for this period is at or near 2.2 TRIR, which is a world class standard according to OSHA.

Table 3. Reported OSHA Incidents, Charlotte County Collection and Recycling Program

<table>
<thead>
<tr>
<th>Year</th>
<th>OSHA Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>6</td>
</tr>
<tr>
<td>2008</td>
<td>6</td>
</tr>
<tr>
<td>2009</td>
<td>3</td>
</tr>
<tr>
<td>2010</td>
<td>2</td>
</tr>
</tbody>
</table>
8 PUBLIC ACCEPTANCE, APPEARANCE AND AESTHETICS

AUTOMATED COLLECTION

The County team developed a series of program brochures to educate the public about the components of the program, as well as the schedule for implementation. We held countless public “Town Hall” meetings to provide necessary information. A program display board was developed and was maintained in the County Administration Building for public outreach efforts.

Figure 4. Examples of Public Education Materials Developed
SINGLE-STREAM RECYCLING

To establish branding, we designed in-house an easy-to-understand poster and literature for single-stream recycling. The design had to be simple, to the point and stand out to ensure success of the marketing campaign. Once this was completed we initiated the campaign to educate the community through all the different mediums:

- Ads in the local newspaper, *Sun Herald* and *Boca Beacon*.
- Charlotte County Web Site. Posted all current literature and information, posted videos educating the residents on what and how, included film clip of Pembroke Pines MRF facility demonstrating the process of separating the items collected by single stream.
- Distributed “Easy as 1-2-3” posters with brochures at county libraries and County Administration Building and Port Charlotte Cultural Center.
- Made new professional internally produced commercial to run in Jan-Feb time frame on cable T.V. This commercial was run on counties T.V. channel as well.
- Mailed Single-Stream Recycling Easy as 1-2-3 brochures to over 60k residents served by Charlotte County Utilities.
- Developed editorial pieces for newspapers and TV stations describing single-stream recycling and the benefits to the community.

In addition, our County staff participated in several major meetings:

- Visited various schools and met with school board representative to initiate and enhance current recycling efforts from cardboard only to single-stream recycling. Larger yellow top recycle containers have been delivered to all the schools to increase their capacity.
- Attended various home owner association meetings and educated residents on single-stream recycling.
- Participated in various festivals/events (Southwest Fl Green Expo Nature Festival, etc) and Minor League Baseball games to promote single-stream recycling.
April 12, 2011

Richard Allen
Solid Waste Division Manager
25550 Harbor View Road, Suite #2
Port Charlotte, Florida 33980-2503

Attn: Solid Waste Association of North America Excellence Award

Dear Review Committee:

I wish to express my appreciation and support for the work done by the Charlotte County Public Works Department, Solid Waste Management Division. The Solid Waste Management Division provides County residents with many valued services:

- Management of the automated once-a week collection and single stream recycling programs
- Special waste programs
- Community clean-ups
- Illegal dumping program
- Efficient landfill operations
- Community based mini-transfer and recycling facilities
- Household hazardous waste programs
- Keep Charlotte Beautiful and it's Adopt-A-Road program

Thank you for this opportunity to offer support for the Charlotte County Solid Waste Management Division's SWANA award application.

Sincerely,

Bob Starr, District 1
Charlotte County Board of
County Commissioners

BS/pw

11-54
April 1, 2011
File No. 90000003.09

Solid Waste Association of North America
Excellence Awards Application Review Committee
110 Wayne Avenue, suite 700
Silver Spring, Maryland 20910

Subject: Charlotte County, FL 2011 Excellence Award Application – Collection and Transfer Division

Dear Ladies and Gentlemen:

SCS Engineers (SCS) is especially proud to serve as Charlotte County’s Engineer of Record for its solid waste system. Since the mid-1980s, staff employed by SCS has provided engineering design, permitting, and construction design for the County’s solid waste system. Charlotte County has historically been one of most forward-thinking communities in the State of Florida, employing a state-of-the-art landfill, a system of recycling and solid waste drop-off centers, franchise collection, and a mandatory solid waste assessment program. In the recent past, several of the County’s systems have received Excellence Awards from SWANA because they were world-class programs deserving of professional recognition.

Since 2004, the County has researched and analyzed its options with respect to improvements in its method of waste collection and recycling to help increase customer service, reduce overall costs, and to increase worker safety. We believe the current one-a-week automated collection and single-stream recycling program is another County program that should be considered favorably by SWANA in this year’s Excellence Awards Program.

We look forward to working with the County in future programs that help the County protect and maintain the beauty of our environment.

Sincerely,

Marc J. Rogoff, Ph.D.
Project Director
SCS ENGINEERS

Raymond J. Dever, P.E.
Vice President/Office Director
SCS ENGINEERS
March 23, 2011

Dear SWANA Excellence Award Review Committee,

Keep Charlotte Beautiful will celebrate its 10th anniversary this October. We could not continue to provide the level of services to the community without the support of the Charlotte County Solid Waste Division.

Keep Charlotte Beautiful works cooperatively with the Solid Waste Division to sponsor recycling events, litter cleanups, and educational presentations in the community. The employees volunteer their time to participate in the Adopt -A- Road Program near their workplace, and to clean up during the Great American Cleanup and Coastal Cleanup. They volunteer to work on committees, recruit sponsorships for Keep Charlotte Beautiful programs, such as the Student Environmental Art Calendar and the Think Green Golf Tournament. They were a part of the 3,419 volunteers who donated 20,865 hours to our projects in 2010.

Most recently, we have partnered with Charlotte County Solid Waste Division and Waste Management of Charlotte County to increase recycling in the Charlotte County Public Schools. Keep Charlotte Beautiful received a grant from Keep America Beautiful sponsored by PepsiCo and Waste Management. We are working together to place 200 recycling bins in schools and public places in an effort to help the schools and Charlotte County reach their recycling goals. This has been a cooperative effort and, therefore, would not be successful without the support of the Solid Waste Division and Waste Management.

Solid Waste Division employees not only care about performing their job during work hours, but they devote countless hours of their free time to help Keep Charlotte Beautiful. They are indeed outstanding citizens and Keep Charlotte Beautiful is proud to be affiliated with them.

Sincerely yours,

Glenda Anderson
Executive Director
Keep Charlotte Beautiful
Dear Roger Lescrynski

The purpose of this letter is to recommend Charlotte County Solid Waste Management Division for the Solid Waste Association of North America [SWANA] award of excellence.

Charlotte County’s Solid Waste Management Division has continued to demonstrate environmental stewardship and resource protection efforts with their integrated management systems. It should be noted that the Zemel Road Landfill has implemented two programs worthy of note: a landfill gas collection system and vegetative waste composting operations. Helping to maximize resources and help reduce the release of methane gases into the atmosphere.

Charlotte County has continued their support of recycling and recently implemented comingled curbside recycling program which helps capture increased levels of recycling content from the residential waste stream.

The Solid Waste Management Division has historically made operational improvements and continues to seek out efficiencies in their operation of the landfill and in the delivery of solid waste services to the community.

The management and staff at the solid waste division are to be complimented for your continued commitment and implementation of management practices that help protect our fragile environment, keeping our air and water clean. Thank you.

The SWANA should seriously consider your application for the excellence award.

Sincerely,

[Signature]

Jim Thomson
CEO, Charlotte Harbor Environmental Center