



THE CITY OF KEY WEST

Post Office Box 1409 Key West, FL 33041-1409 (305) 809-3700

M
E
M
O
R
A
N
D
U
M

EXECUTIVE SUMMARY

TO: Jim Scholl, City Manager
E. David Fernandez, Asst. City Manager - Operations

FROM: Jay Gewin, Utilities Manager

DATE: August 13, 2010

RE: **Approval of Task Order # 1 from Kessler Consulting, Inc. for a Strategic Solid Waste Management Plan for the City of Key West in the Amount of \$379,800.**

ACTION STATEMENT:

This resolution will approve task order # 1 from Kessler Consulting, Inc. for a Strategic Solid Waste Management Plan for the City of Key West in the Amount of \$379,800.

The agreement will be executed pursuant to F.S. 287.055 (CCNA), City Code 2-841, and the City's contract with Kessler Consulting, Inc. approved by Resolution # 10-186.

BACKGROUND:

The City Commission directed Staff to issue an RFQ so that the City could create a Solid Waste Master Plan at its December 3, 2009 meeting. This plan would include:

- 1) *Analysis of the City's current solid waste/recycling stream.*
- 2) *Feasibility, budgetary cost, impacts, and how best to enact:*
 - **Composting** (commercial and residential)
 - **Improved Recycle Rates** (commercial and residential) – to include how Key West could comply with the State of Florida's 75% Recycling Goal should it apply to smaller locales in the future.
 - **Pay-as-you Throw** – The concept of billing more for residents that generate the most solid waste.

Key to the Caribbean – Average yearly temperature 77° F.

- **Best Management Practices for Solid Waste/Recycling**
 - **E-waste** - to include methods for assurance that all collected e-waste is recycled.
 - **Household Hazardous Waste** – Determine most effective means of collection and recycling of HHW
 - **Effective PR campaign to increase recycling rates**
 - **Other Best Management Practices**
- 3) *Establish a Pathway for the City to Reach Maximum Recovery/Zero Waste, including feasibility and costs.*
 - 4) *Analysis of Current Solid Waste/Recycling Franchise Contracts.*
 - 5) *Analysis of the City's Recycling and Solid Waste Ordinances*
 - 6) *Analysis of the City's Current Solid Waste/Recycling Operations and Staffing Levels*
 - 7) *Commercial Solid Waste/Recycling Billing Class Analysis*
 - 8) *Solid waste/Recycling Fees and Service Comparison to Other Locales*
 - 9) *Consultant will Ensure that the Solid Waste Master Plan Incorporates Key West's Unique Community Dynamics*

City Staff determined that it was in the City's best interest to draft an RFQ for a Solid Waste Consultant, rather than just for a Master Plan. This way the City will have the option to have the consultant pursue projects in the future should Staff determine that additional information may be needed.

Submittals for RFQ 10-008 were opened on March 3, 2010. A total of 10 firms submitted their qualifications. A ranking committee reviewed the submittals and created a shortlist of 3 firms. At its April 6th meeting, Kessler Consulting, Inc. was the highest ranked firm from the City Commission, and staff was instructed to negotiate a contract. A contract with Kessler Consulting, Inc. was approved by the City Commission at its June 16, 2010 meeting. (Resolution 10-186)

PURPOSE AND JUSTIFICATION

A Strategic Solid Waste Master Plan could have significant benefits for the City of Key West, including the following:

- An analysis of our solid waste and recyclable materials will help us learn the composition of our waste flow. It will also analyze our waste stream by season, and by type of commercial customer. This information can help provide insight for billing modifications to help increase recycling. It will also help us quantify what materials aren't being captured for recycling.

- Recommendations for amendments to the City's existing curbside (solid waste and recycling) and municipal solid waste (MSW) haul-out contracts. These recommendations will include ideas to increase recycling along with remedies for any deficiencies in our solid waste contracts compared with other Florida municipalities. Kessler will also propose approaches to future contracts/bids to help us achieve our goals for customer services and recycling.
- A comparison with other municipalities in Florida in regards to our customer fees for services.
- A staffing analysis of the City's operation of the solid waste transfer station that will include opportunities to increase efficiency.
- A study of the City's solid waste/recycling ordinances that will include recommendations of possible amendments that will help increase our City's recycling rate.
- Recommendations that will increase our material recovery, and establish a pathway to reach maximum recovery/zero waste. These guidelines will be specific to Key West and our unique geography and community.
- Assistance with establishing Best Management Practices for the City of Key West in solid waste/recycling.
- Analysis of our commercial billing structure that could result in a more equitable payment structure among types of businesses, along with incentives for increased recycling.
- Project outreach including community meetings to help obtain resident and business participation in the study.
- Creation of a final Strategic Solid Waste Master Plan document, which will be used for staff and City Commission assistance in budgeting, management, and will be available for the public via our website.

To obtain all of this information we seek, the completion of the Solid Waste Master Plan will take over a year in duration. This is due to the need for analysis of seasonal variation in our waste stream, along with other information that cannot be researched adequately until the waste generation study is complete.

However, we plan on receiving some deliverables early, so that we can begin to utilize new information as it becomes available to us without having to wait until the final completion of the study.

OPTIONS / ADVANTAGES / DISADVANTAGES:

1. The City Commission can decline a task order for a solid waste master plan. This option is not recommended by staff. In order to achieve our goals of increasing our recycling rate while decreasing the amount of solid waste generated, it is important for the City to generate a long-

term plan. It is also important for us to assess our current infrastructure, service contracts, and rates to see how we compare with other cities in Florida. We will also obtain a detailed waste analysis which will be very useful going forward. Without the assistance of a solid waste consultant, it would be tremendously difficult to construct a viable Solid Waste Master Plan.

2. The City Commission can approve this task order from Kessler Consulting, Inc. Kessler Consulting offers a tremendous amount of expertise in solid waste and recycling that the City can utilize to generate a Solid Waste Master Plan. The City will receive a working document that analyzes our current solid waste/recycling state, and will provide us with a pathway for increasing our City's recycling rate.

FINANCIAL IMPACT:

The \$379,800 task order has been included in the FY 2011 solid waste budget. It will be funded through budget line item 403-3401-534-31.

For purposes of comparison, I have included the costs below of some other solid waste master plans generated by various areas of Florida:

Sarasota County - \$350,000. Updated in 2004, and did not include a waste composition study.

Miami/Dade County - \$1.7 million. Currently ongoing

Indian River County - \$330,000. Updated in 2004, and did not include a waste composition study.

RECOMMENDATION:

Staff recommends that the City Commission select option 2, the approval of Task Order # 1 from Kessler Consulting, Inc. for the creation of a Strategic Solid Waste Management Plan.