Department of Solid Waste Management Business Plan

Fiscal Years: 2009 and 2010

(10/1/08 through 9/30/10)

Plan Date: November 21, 2008

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BUSINESS PLAN REPORT

DEPARTMENT PURPOSE/MISSION

Purpose: To collect garbage and trash in the Waste Collection Service Area, to contract for the collection of recyclable materials in unincorporated Miami-Dade County and participating municipalities; to provide waste transfer and disposal services countywide; to contract with municipalities and private haulers for the provision of disposal services; and to regulate waste collection, transportation, and recycling countywide.

Mission: To provide our customers with exceptional waste collection, recycling, and disposal services that protect, preserve, and improve our environment and the quality of life in our community.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. Empower the community by increasing communication and coordination with local, state and federal entities **(NU2)**
2. Use consistent, fair and effective means to achieve code compliance **(NU4)**
3. Enact programs to beautify and improve urban and residential areas **(NU5)**
4. Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP) **(NU6)**

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

1.1. Improved community access to information and services (NU2-2)

1.1.a. Departmental Objective: CS01 - Improve collection of residential curbside garbage and trash in solid waste service area in order to achieve high customer satisfaction

- Ongoing Program: Twice Weekly Garbage Service
- Ongoing Program: Scheduled Bulky Waste Service
- Ongoing Program: Equipment Replacement Project (to be completed annually)
- Initiative: Design and Implement Media/Public Outreach Campaign (FY-08-09)

1.1.b. Departmental Objective: CS02 - Improve disposal service to customers by ensuring availability of safe disposal and transfer facilities that meet ongoing community demand and result in high customer satisfaction

- Ongoing Program: Disposal Facilities Capital Improvements (CIP)

1.1.c. Departmental Objective: CS03 - Improve programs that promote neighborhood and rights-of-way aesthetics and result in high community satisfaction

- Ongoing Program: Litter Hotspot Program

1.1.d. Departmental Objective: CS04 - Enhance environmental protection, conservation and programs that result in high community satisfaction

- Ongoing Program: Environmental Compliance and Monitoring

1.2. Well-trained, customer-friendly County government workforce (NU2-3)

1.2.a. Departmental Objective: LG01 - Provide training and employee development opportunities that will ensure adequate workforce skills to support DSWM priorities

- Initiative: Succession Planning (FY08-09)

1.3. Resident and Business voluntary compliance with County codes (NU 4-1)

1.3.a. Departmental Objective: CS03 - Improve programs that promote neighborhood and rights-of-way aesthetics and result in high community satisfaction

- Initiative: Multi-Family/Commercial Recycling Education & Enforcement Phase I (FY08-09) 85% completed in FY07-08 & 15% to be completed FY08-09
- Initiative: Multi-Family/Commercial Recycling Education & Enforcement Phase II (FY08-09)

1.4. Timely identification and remediation of nuisances (NU 4-2)

1.4.a. Departmental Objective: CS03 - Improve programs that promote neighborhood and rights-of-way aesthetics and result in high community satisfaction

- Ongoing Program: Illegal Dumping clean up activities

1.5. Consistent interpretation and application of enforcement practices (NU4-3)

1.5.a. Department Objective: CS03 – Improve programs that promote neighborhood and rights-of-way aesthetics and result in high community satisfaction

- Ongoing program: Code Enforcement

1.6. Neighborhood and rights-of-way aesthetics that foster and enhance quality of life (NU 5-1)

1.6.a. Departmental Objective: IM01 – Improve quality and efficiency of solid waste operations and programs through application of innovation, technology and/or process improvements

- Initiative: Garbage Route Balancing and Efficiency Project (FY08-09)
- Initiative: Waste Collection/Customer Service Request Interface Project (FY08-09)
- Ongoing Program: Transit Bus Stop Litter

1.7. Improved public infrastructure level of service standards and policies (NU6-3)

1.7.a. Departmental Objective: IM02 – Ensure the ongoing availability of adequate disposal and transfer facilities

- Initiative: Long Term Solid Waste Management Master Plan - Phase I (FY08-09)

1.7.b. Departmental Objective: IM03 – Ensure ongoing compliance with environmental regulations

- Ongoing Program: Environmental Compliance and Monitoring

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2008-09 and FY 2009-10 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

Department-wide Critical Success Factors

1. GSA Fleet Management: need to continue to work together to bring costs down while ensuring that the largest number of vehicles are continuously operational
2. Technology Initiatives: need to continue both automation and systems integration efforts
3. Public Engagement: need to maintain a dialog in order to provide public education, receive feedback and encourage behaviors that benefit the community
4. Municipal Engagement: continue to work effectively with partner communities
5. Equitable Program Funding: eliminate system rate payers/customers subsidies to other programs and services
6. Talent Management: need for a focused program, including adequate succession planning
7. SWM Master Plan: The Master Plan will include a comprehensive analysis of the operations, efficiencies, financial status and future of the Collection and Disposal

Operations of the Department. The Master Plan will provide direction for the County on how to address the future when current disposal capacity is exhausted. The last Master Plan was completed in 1996.

Critical Success Factors for Specific Objectives

1. Improve the quality and efficiency of solid waste operations
   - GSA Fleet Management
   - Technology Initiatives
   - Equitable Funding

2. Improve customer satisfaction/Improve community access to information and services
   - Talent Management/Succession Planning
   - Public Engagement
   - Municipal Engagement

3. Insure the availability of adequate disposal and transfer facilities
   - SWM Master Plan

Internal Support Requirements

1. Procuring operations replacement equipment (Support objective CS01 – To improve collection of residential curbside garbage and trash)
2. Improving customer feedback with assistance from Government Information Center (GIC) – 311 (Support objective CS01 – To improve collection of residential curbside garbage and trash)
3. Implementing media/public outreach campaign in conjunction with GIC Communications Division (Support objective CS01 – To improve collection of residential curbside garbage and trash & the media/public outreach campaign)

3 to 5 YEAR OUTLOOK

DSWM is managing several activities, programs and initiatives which are considered instrumental to achievement of strategic goals and outcomes beyond the next two years. The most significant of these being addressed within a three to five year timeframe include the following areas of departmental operations and responsibilities (by Fund):

- *Collection Operations*

  In light of the Collection Fund Outlook, which indicates that Fund expenditures will begin to exceed revenues in FY2010-2011 accompanied by the resistance to household waste fee increases, the DSWM is consistently seeking to develop and implement operating efficiencies which will contain costs. As this pending shortfall grows closer, it may also be necessary to also consider alternative levels of service and/or implementation of a fee

increase, or alternative revenues with a focus on those services provided to the general community (e.g., commercial enforcement, illegal dumping service, litter collection, transit bus stop service, etc.). Private sector collection rates have been increasing in recent years.

- *Disposal System – ongoing disposal capacity/commitment balancing*

  Proper development and management of the Department's disposal system in all of its component parts (both now and beyond the next two years) is critical to meeting department objectives, particularly as it relates to management of disposal capacity and concurrency. Critical disposal system activities include effective and efficient compliance with environmental regulations in order to maintain use of existing facilities, and effective planning for long-term future capacity via the most effective and efficient mix of alternatives to address disposal demand (waste reduction, waste diversion, new facilities, contracted or not, etc.). Finally, managing the disposal system to achieve effective and efficient "disposal balancing" among the various disposal options and waste commitments will be essential over the long-term. The Department is currently undertaking a Master Planning process that will identify and develop activities, programs, facilities and technologies that will provide sustainability resource conservation, source reduction, recycling, diversion, disposal, and collection options for the promotion of public health and environmental protection for the next generation of County residents. The system has thirteen (13) years of remaining disposal capacity.

Attachment 1

DEPARTMENTAL PROFILE

Department Description

1. Brief History/Significant Events

A product of the 1989 merger of the Solid Waste Collection Department and the Countywide Disposal program (in Public Works), by the early 1990s, the DSWM had encountered financial challenges as a consequence of the altered waste disposal market and the availability of low cost regional capacity, which were in large part addressed in the Department's 1995 Strategic Plan. Currently, the Collection system faces continued challenges with minimal revenue growth to fund sharply rising costs, both in personnel, equipment and disposal costs. Significant aspects of this challenge include managing residential trash collection efficiently, dealing with substantial illegal dumping, code enforcement, litter collection and related community appearance issues.

2. Major Duties, Services and Programs

The Department's major services and programs can be described as follows:

- Provision of waste collection and disposal service to over 320,000 residential households in the solid waste service area. The major contracted collection operation consists of the curbside collection of recyclable materials
- Operation of waste disposal (Resources Recovery, landfills and transfers stations) and collection (Trash & Recycling Centers, Home Chemical Collection Centers) facilities, with the Resources Recovery facility as the major contracted disposal operation
- Provision of disposal capacity to meet state concurrency Level of Service standards and provision of disposal services to municipalities and private haulers via long term contracts
- Provision of other special programs and services including code enforcement, special waste collection, recycling goal compliance, illegal dumping collection, UMSA litter collection and the funding and administration of municipal landfill closure grants

The Department is structured, in terms of both the organization and the programs, in order to effectively serve both sets of departmental customers, the collection households and the haulers using the disposal facilities. In this way, the garbage and trash divisions are focused on collection service provision to the households, while disposal divisions, such as transfer and landfills are organized to meet the needs of the hauler-customers. Management and the administrative divisions work to support the service mission of both sets of operating divisions.

3. Department Facilities

A. Disposal Facilities
1. Resources Recovery Facility (Waste-to-Energy facility) and associated landfill
2. South Miami-Dade Landfill – Class I waste disposal facility
3. North Miami-Dade Landfill – Class III (trash) waste disposal facility
4. Old South Dade Landfill – closed facility
5. Northeast Transfer Station
6. Central Transfer Station
7. West Transfer Station

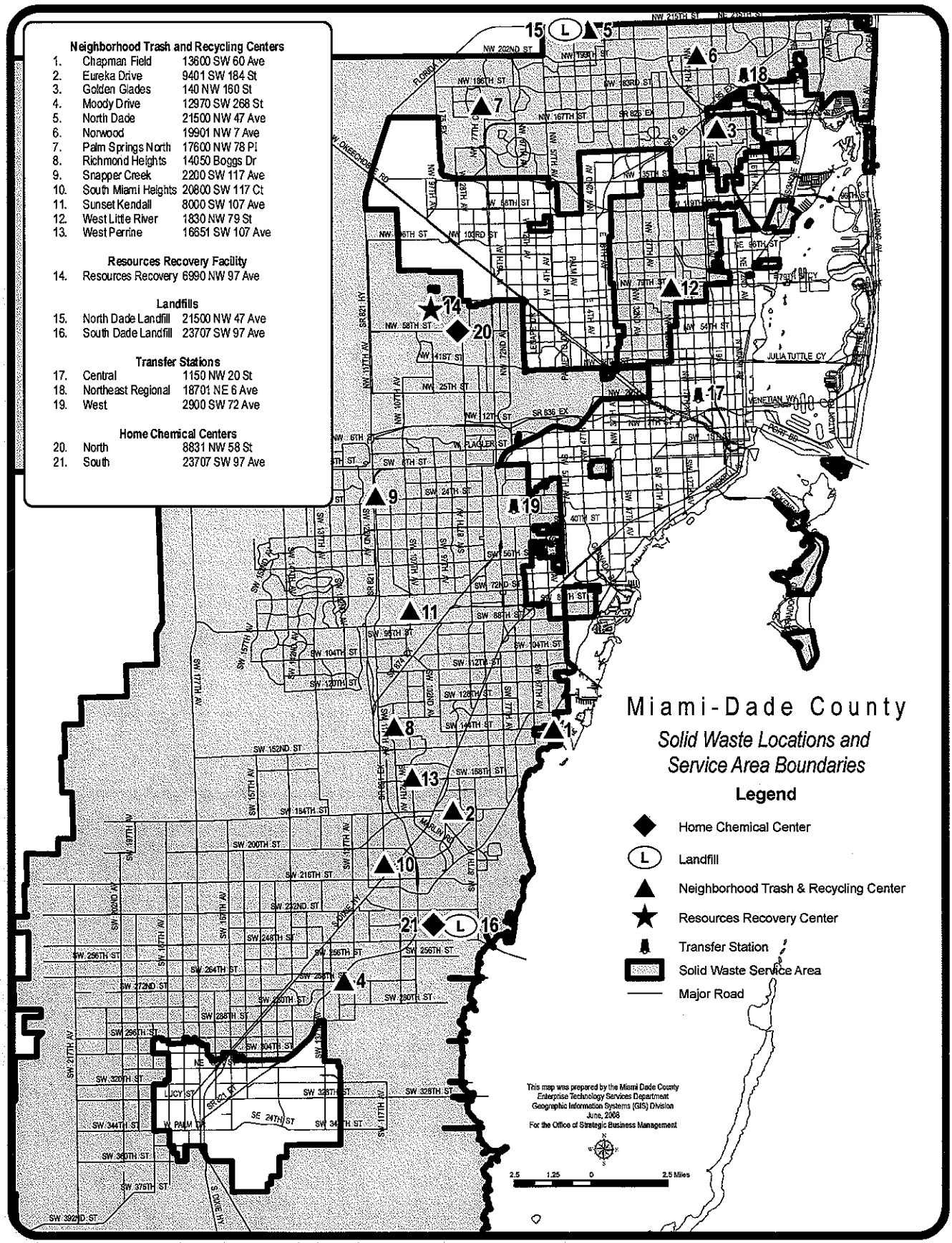
B. Collection Facilities
1. 13 Trash & Recycling Centers – residential trash drop-off centers

- North Dade - 21500 NW 47 Avenue
- Norwood - 19901 NW 7 Avenue
- Palm Springs North - 7870 NW 178 Street
- West Little River - 1830 NW 79 Street
- Golden Glades - 140 NW 160 Street
- Sunset Kendall - 8000 SW 107 Avenue
- Snapper Creek - 2200 SW 117 Avenue
- Richmond Heights - 14050 Boggs Drive
- Chapman Field - 13600 SW 60 Avenue
- Eureka Drive - 9401 SW 184 Street
- West Perrine - 16651 SW 107 Ave
- Moody Drive - 12970 SW 268 Street
- South Miami Heights - 20800 SW 117 Court

2. 3A Facility – Garbage collection vehicles facility
3. 3B Facility – Collection vehicles Facility
4. 58th Street Facility – Collection vehicles Facility
5. Home Chemical Collection facility – North
6. Home Chemical Collection facility - South

C. Other Facilities
MLK Building – Administrative Offices

(map of facilities included on next page)


Neighborhood Trash and Recycling Centers
1. Chapman Field 13600 SW 60 Ave
2. Eureka Drive 9401 SW 184 St
3. Golden Glades 140 NW 160 St
4. Moody Drive 12970 SW 268 St
5. North Dade 21500 NW 47 Ave
6. Norwood 19901 NW 7 Ave
7. Palm Springs North 17600 NW 78 Pl
8. Richmond Heights 14050 Boggs Dr
9. Snapper Creek 2200 SW 117 Ave
10. South Miami Heights 20800 SW 117 Ct
11. Sunset Kendall 8000 SW 107 Ave
12. West Little River 1830 NW 79 St
13. West Perrine 16651 SW 107 Ave
Resources Recovery Facility
14. Resources Recovery 6990 NW 97 Ave
Landfills
15. North Dade Landfill 21500 NW 47 Ave
16. South Dade Landfill 23707 SW 97 Ave
Transfer Stations
17. Central 1150 NW 20 St
18. Northeast Regional 18701 NE 6 Ave
19. West 2900 SW 72 Ave
Home Chemical Centers
20. North 8831 NW 58 St
21. South 23707 SW 97 Ave
Miami-Dade County
Solid Waste Locations and Service Area Boundaries
Legend
Home Chemical Center
Landfill
Neighborhood Trash & Recycling Center
Resources Recovery Center
Transfer Station
Solid Waste Service Area
Major Road
This map was prepared by the Miami Dade County Enterprise Technology Services Department Geographic Information Systems (GIS) Division June, 2008 For the Office of Strategic Business Management
2.5 1.25 0 2.5 Miles

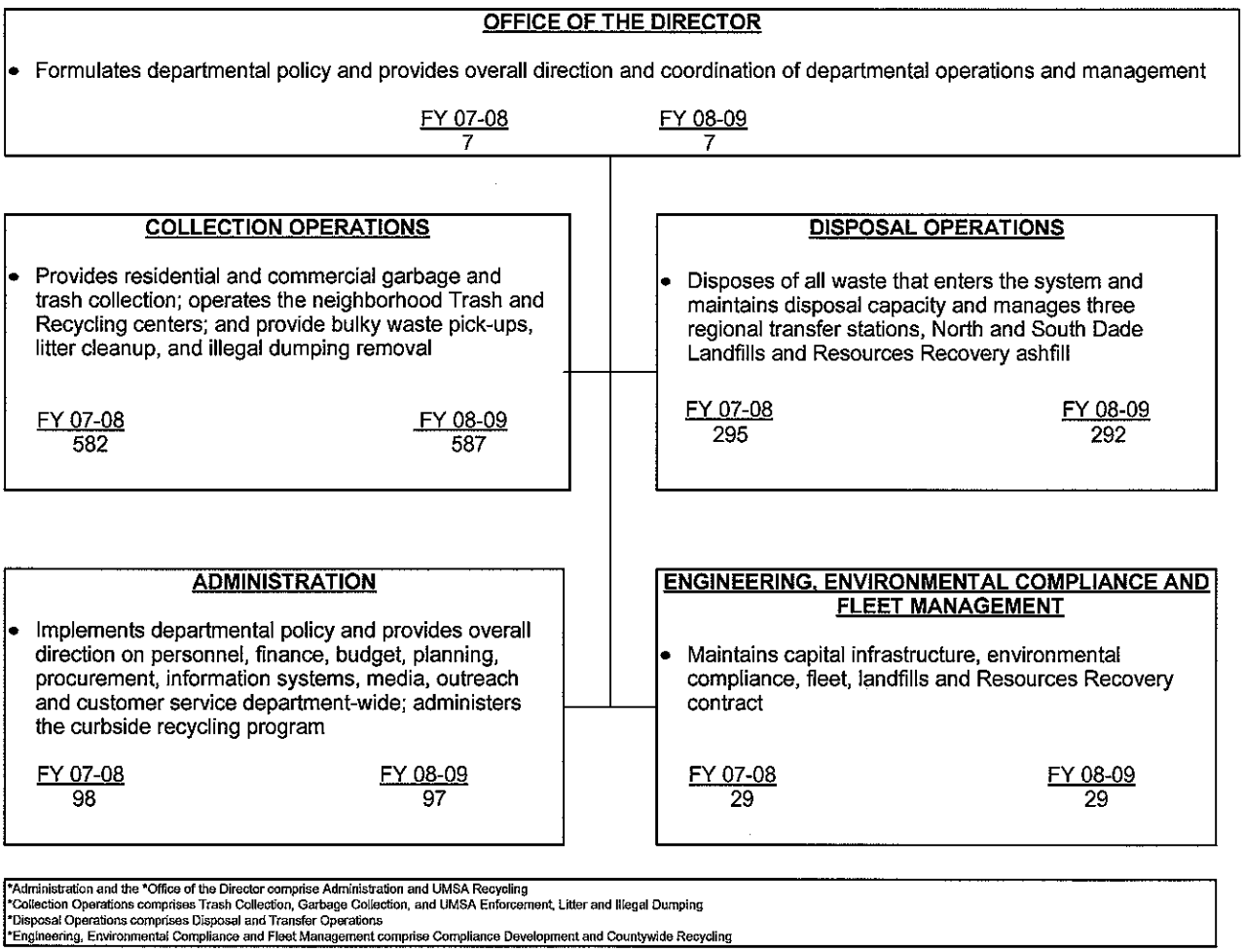
4. Current Innovative Programs and Initiatives

- Revised Curbside Recycling Program
- Multi-family/Commercial Recycling Education/Enforcement, Phase I
- Initiate SWM Master Plan Process
- Expanded Public Outreach

5. New Services or Programs Anticipated for next fiscal year (FY09-10)

- Complete SWM Management Plan/Begin Phase II Development & Phase I Implementation
- Initiate multi-year project to replace Waste Collection System
- Multi-family/Commercial Recycling Education/Enforcement, Phase II

Table of Organization



Departmental Business Plan and Outlook
Department Name:
Fiscal Years: 2008-09 & 2009-10

Financial Summary

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Adopted FY 08-09
Revenue Summary			
General Fund UMSA	1,686	0	0
Carryover	89,434	96,379	95,646
Collection Fees and Charges	142,406	136,788	136,097
Disposal Fees and Charges	128,533	122,711	127,371
Interest/ Rate Stabilization Reserve	8,022	6,730	8,755
Recyclable Material Sales	984	1,032	503
Reimbursements from Outside Agencies	18,036	16,978	0
Resource Recovery Energy Sales	23,704	24,531	27,845
Transfer Fees	7,819	7,721	8,148
Utility Service Fee	17,852	18,856	18,171
Total Revenues	438,476	431,726	422,536
Operating Expenditures Summary			
Salary	50,027	55,543	55,472
Fringe Benefits	19,762	21,835	22,546
Other Operating	201,983	211,497	219,873
Capital	12,098	12,670	7,729
Total Operating Expenditures	283,870	301,545	305,620
Non-Operating Expenditures Summary			
Debt Service	25,196	29,063	26,051
Reserve	0	92,115	82,466
Transfers	23,900	9,003	8,399
Other Non-Operating Adjustments	403	0	0
Total Non-Operating Expenditures	49,499	130,181	116,916

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Adopted FY 08-09	Budget FY 07-08	Adopted FY 08-09
Strategic Area: Neighborhood and Unincorporated Area Municipal Services				
Administration	30,920	32,223	103	102
Collection Operation	39,767	38,312	194	194
Compliance Development and Countywide Recycling	8,045	8,911	29	29
Disposal Operations	97,900	103,622	97	94
Garbage Collection	69,029	75,884	315	320
Transfer Operations	36,478	31,711	198	198
UMSA Enforcement Litter & Illegal Dumping	6,351	5,990	73	73
UMSA Recycling	13,055	8,967	2	2
Total Operating Expenditures	301,545	305,620	1,011	1,012

The critical revenue to the Collections Fund is the Household Fee, accounting for about ninety-eight percent of the fund revenues. This fee increases only intermittently. Over the last decade and a half, the increases have averaged just over one-half percent per year, presenting a substantial disparity as compared with an inflation rate that averaged over three percent in the same period. Accordingly, despite the successful implementation of aggressive operating efficiencies, the Collection fund, faced with rapidly rising wages, healthcare, equipment, fuel and disposal costs will require fee increases in order to avoid shortfalls. The Disposal Fund has two distinct advantages over the Collection Fund as it relates to its overall financial position. The Disposal Fund is considerably more stable due to a cost structure that is, on a percentage basis, less impacted by steeply rising personnel and fleet costs and is supported by a revenue stream that is more diverse and which includes elements more likely to increase with inflation, such as tipping fees and the disposal facility fee. As a consequence, the Disposal fund is projected to experience more stability, as it relates to the balance between revenues and expenditures, over the longer term.

Capital Budget Summary

(dollars in thousands)	PRIOR	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FUTURE	TOTAL
Revenue									
Bond Anticipation Notes	348	0	0	0	0	0	0	0	348
Building Better Communities GOB Program	4	801	997	3,745	5,703	0	0	0	11,250
Capital Outlay Reserve	0	50	0	0	0	0	0	0	50
Future Solid Waste Disp. Notes/Bonds	0	0	0	17,565	0	0	0	55,265	72,830
Solid Waste System Rev. Bonds 1998	45	0	0	0	0	0	0	0	45
Solid Waste System Rev. Bonds Series 2001	6,684	0	0	0	0	0	0	0	6,684
Solid Waste System Revenue Bonds, Series 2005	75,000	0	0	0	0	0	0	0	75,000
Waste Collection Operating Fund	208	420	1,910	562	200	200	200	200	3,900
Waste Disposal Operating Fund	5,379	7,979	9,839	3,351	2,419	400	365	7,208	36,940
Total:	87,668	9,250	12,746	25,223	8,322	600	565	62,673	207,047
Expenditures									
Strategic Area: Neighborhood And Unincorporated Area Municipal Services									
Equipment Acquisition	0	50	0	0	0	0	0	0	50
Waste Collection	203	370	1,500	527	200	200	200	200	3,400
Waste Collection and Disposal	10	100	820	70	0	0	0	0	1,000
Waste Disposal	6,054	5,423	3,131	4,077	7,500	100	100	3,950	30,335
Waste Disposal Environmental Projects	43,939	34,792	12,490	20,504	777	455	420	58,885	172,262
Total:	50,206	40,735	17,941	25,178	8,477	755	720	63,035	207,047

The bulk of the DSWM capital budget (ninety-nine percent) is disposal services-related and is funded through a combination of revenue-backed debt issuance and annual operating revenues. As noted above, the current revenue structure is adequate to meet the needs of the current multi-year capital budget.

Current Business Environment

- *Customers served*: Collections customers consist almost entirely of the relatively stable population of single-family residents in the unincorporated area and cities incorporated after February, 1996 (as provided for in Ordinance No. 96-30). Disposal customers consist of the DSWM collection operation, municipal waste collection operations and a number of private haulers from throughout the entire County. The disposal relationships with third parties are relatively stable, being governed by long-term disposal agreements. Relationships with third parties must be maintained.

- *Customer Service Trends:* Current trends in customer service programs provided to solid waste customers (particularly the residential collection customers) are characterized by increased integration with countywide customer service initiatives, more defined tracking and presentation of customer service data and development and implementation of more organized and frequent customer feedback mechanisms. These trends are exemplified by the DSWM merger with the countywide 311 call center system, utilization of the Active Strategy Balanced Scorecard and the Resident Satisfaction Survey. Garbage complaint rates are low (see table).

Month	FY 06-07	FY 07-08 Complaints	FY 08-09 Complaints
October	812	1062	596
November	718	1039	
December	800	880	

January	1415	1054	
February	1096	789	
March	1381	723	
April	1478	781	
May	1491	720	
June	1714	795	
July	1359	817	
August	1443	748	
September	1093	749	

- *Regulatory Environment*: The regulatory environment within which the Department operates is a major factor impacting operations. In particular, the construction, operation, closure and long term care of disposal facilities are extensively regulated by the State of Florida for the purpose of achieving consistent compliance with groundwater protection and other objectives. As a consequence considerable resources, both in terms of staffing and budget dollars, are devoted to this effort. One of the regulatory issues that the Department will address during the Master Planning process relates to flow control. Flow control is a legal provision that allows state and local governments to designate places where municipal solid waste is taken for processing, treatment or disposal. Currently, the County has the authority to implement a flow control ordinance and require that all municipal solid waste collected in Miami-Dade County be disposed of at a DSWM facility. However, implementing this regulation would have a significant impact on the Department both financially and operationally. Critical analysis is important prior to making any final decisions, and this will occur while developing the Department's Long-term Master Plan.

- *Changes in Business Practices*: The DSWM collection system faces continuing challenges as the significant cost factors in service provision (labor, benefits, fleet, fuel, waste disposal, etc.) continue to increase at a rate equal to or greater than the Consumer Price Index, while revenues have risen (absent a Board-approved increase) below the rate of inflation. Changes in business practices (such as the implementation of automated garbage and recycling collection) have been implemented in order to achieve efficiencies and manage rising costs.

  The DSWM disposal system operates within a competitive environment from which it has attempted (with relative success) to insulate itself through a series of efficiency and stabilization measures (long-term disposal contracts with municipal and private haulers) as outlined in the 1995 Strategic Plan. This was needed due to the heavy fixed costs and debt service associated with the construction, operation and closure of waste disposal facilities, a situation in which downsizing does not result in proportional cost savings.

- *Effects of Privatization*: Consideration is given to privatization of certain programs or elements in terms of their overall impact on the Department's operations and the potential to realize efficiencies or service improvements. Potential privatization is reviewed on a case-by-case basis and can, as recently occurred in the case of the operation of the DSWM household chemical collection program, result in the movement of a contracted or privatized operation to an in-house project. In this case, this transition permitted the days and hours of service availability to be approximately doubled for the same cost of service.

- *Customer Feedback*: In a Department, such as the DSWM, where service provision is so direct and immediate, customer feedback is likewise direct and immediate. This feedback, in the form, for example, of phone calls and emails enables management to identify and act quickly to effectively address customer service problems and improve performance.

- *Geographical Service Area*: Pursuant to Miami-Dade County Ordinance No. 96-30, the Department provides waste collection services to residential units located in the County's Unincorporated Municipal Service Area (UMSA) as it existed on February 16, 1996, meaning that the geographic area served may be defined as the current UMSA, along with the municipalities of Pinecrest, Sunny Isles Beach, Miami Lakes, Palmetto Bay, Miami Gardens, Cutler Bay and Doral. The Department also serves Sweetwater and Aventura under other arrangements. The Department also provides waste disposal services to any and all haulers (municipal or private) providing collection services to their customers located in Miami-Dade County. In addition to providing disposal service to its own waste collection operation, the Department has entered into long-term disposal contracts with 18 municipalities and numerous private haulers. Taken together these arrangements define the service area or population of the Department's waste disposal programs.

- *Industry Background*: Solid Waste Management can be described as that entire range of activities, including collection, transport, processing and/or recycling or disposal of waste materials typically, but not exclusively generated by human activity. Through the practice of modern solid waste management, removal of the waste material is accomplished in order to reduce the negative impacts of that waste on health and safety and community appearance. The industry, as it exists today, originated with public sanitation laws and programs established in the 18th and 19th Centuries, a system in which local governments took on collection and enforcement activities in order to remove a nuisance and preserve public health within the community.

  As a result, local waste management activities are typically comprised of a network of collection, transfer, recycling, volume reduction and disposal operations, in which the local government is directly involved, either through direct operation, contracted operations or regulation or both. For example, while each locality handles collection differently, the collection of MSW from single-family homes is usually the responsibility of local governments, with municipal crews or a private contractor. While some local governments also serve multi-family residences and commercial properties, others require that service be provided by a franchisee or private hauler. Recycling program and disposal service may also vary by provider and by method.

  Miami-Dade County's solid waste management system is reflective of this overlapping network of methods and service providers. In its role as a residential collector, as manager of both a curbside recycling contractor and a waste-to-energy facility operations contractor, as operator of three regional transfer stations and three landfills, as well as an enforcement agency for local and state waste collection and transportation regulations, the County is assuming a complex role in the local community's solid waste management.

  The current state of the economy has had an impact on the solid waste industry. The DSWM has seen a reduction in disposal revenue tons due to the decline in the economy. The decrease in tonnage is not only felt here in Miami-Dade County but it has affected the entire solid waste industry. Although, the DSWM has experienced a decrease in waste being disposed of, the system continues to remain financially sound.

- *Competitors:* Competition within the solid waste industry can be addressed in its component parts, in terms of waste collection, waste transport, and waste processing or disposal. Additionally, as a local government committed to recycling, a review of potential competition can involve various parties in recyclable materials collection, transporting, processing and marketing. Finally, competition can be addressed in terms of the market segments by type of

generator. Within that framework, certain market segments have more potential for competition than others. Examples of market segments include single-family residential, multi-family residential and commercial or industrial. Some entities capable of competing on a large scale, in one or more of these areas include the following:

- Waste Management Inc.: waste collection and disposal, recyclables collection, processing and marketing
- BFI/Waste Services: waste collection and disposal, recyclables collection, processing and marketing
- Republic Waste Services: waste collection and disposal and recyclables collection
- Waste Services, Inc.; waste collection and disposal and recyclables collection