

To: Mike Herring, City Administrator

From: Mike Geisel, DPW / CE

Date: March 24, 2000

Re: Minutes – Public Works/Parks Committee, March 22nd, 2000



A meeting of the Public Works/Parks Committee began at 5:30 p.m. on Wednesday, March 22nd, 2000. Councilmembers in attendance were: Vice Chairperson Dan Hurt (Ward 4), Councilmember Barry Streeter (Ward II), and Councilmember Linda Tilley (Ward IV). Also in attendance were Councilmember Jane Durrell (Ward I), Councilmember Mike Casey (Ward III), City Administrator Mike Herring, Director of Public Works/City Engineer Mike Geisel, Superintendent of Engineering Operations Bonnie Hubert, Superintendent of Parks, Recreation and Arts Darren Dunkle, Executive Director for the CCDC Keith Riesberg, and approximately 15 citizens in the audience.

The meeting was called to order at 5:30 p.m.

- 1) **Agenda Item #1:** Councilmember Tilley moved to approve the Committee meeting minutes (January 26th, 2000) without correction. The motion was seconded by Councilmember Streeter, and passed unanimously, 3 – 0.
- 2) **Agenda Item #4A:** Darcy Capstick advised the Committee that the Chesterfield Citizens for the Environment had unanimously recommended that the City require all waste haulers serving multi-family developments to provide recycling opportunities for the multi-family units, similar to the contractual requirements currently in place for the City's exclusive waste hauling contract for single family, residential customers. The Committee discussed several options, including business license requirements, potential ordinances to require such services, and zoning issues related to additional dumpsters or containers for recyclables. Councilmember Streeter moved, and Councilmember Hurt seconded, to direct Staff to investigate, research and report back to the PWParks Committee regarding the CCE's recommendation. The motion carried unanimously, 3 – 0.
- 2) **Agenda Item #4B:** Darcy Capstick advised the Committee that the Chesterfield Citizens for the Environment support the "Millenium Green" project. Specifically, she advised the Committee that there were three activities related to this effort. 1) Seeking active participation from the community by challenging everyone to plant a tree and to sign a "Stewardship Scroll" committing to plant and nurture a tree received at tree day, and 2) with the assistance of City Staff, establish a Millenium Grove, consisting of not more than 12 trees provided in conjunction with the annual tree day activities, at the Chesterfield Valley Athletic Complex, and 3) to identify and mark, the oldest known tree within the City of Chesterfield and with the voluntary participation of the landowner, endeavor to protect it in perpetuity. Councilmember Streeter moved to endorse activities one and two, related to seeking active participation and the Stewardship Scroll. Councilmember Tilley seconded the motion which passed unanimously, 3 – 0. The Committee discussed issues and concerns related to identifying the oldest living tree and any commitments to protect the tree. Councilmember Tilley moved to direct the CCE to pursue the identification of the oldest living tree, and requested that Staff be available to collect submissions of applicants, and to assist the CCE in identification efforts. Councilmember Hurt seconded the motion, which passed unanimously, 3 – 0. Once the oldest living tree has been identified, further consideration will be given regarding how to proceed.

- 3) Agenda Item #3: Mr. Herring reminded the Committee that the deadline for exercising the one-year option to extend the current solid waste collection contract with Midwest Waste, at the current levels of service and rates, is in May of this year, prior to the next meeting of the PW/Parks Committee. This Committee had previously elected not to develop bid documents to seek bids from other haulers for this service year. As such, Staff will forward an ordinance to City Council at its next regularly scheduled meeting, to exercise the City's option to extend the contract at the current rates for one year. The Committee discussed the preparation of proposals and bid documents for future contracts. Darcy Capstick reminded the Committee that, in September of 1999, the CCE had worked to develop a scope of work and an estimate of fees, such that a consultant could be hired to develop bid specifications for the City. This work was estimated to cost between \$8,000 and \$10,000. Mr. Geisel indicated that he would provide City Council a copy of the CCE's recommendation from September of 1999, such that they could make decisions regarding funding of a consultant for this purpose.
- 4) Agenda item #9A: Mr. Geisel advised the Committee that Staff had incorporated previously suggested changes to the proposed opinion survey for traffic calming. He advised the Committee that, per previous direction, Staff anticipated mailing the survey, along with traffic data and a cover letter of explanation, in early April. There was a consensus of the Committee that the outside of the mailing should be marked, "Traffic Calming Survey Enclosed", to encourage resident participation. Additionally, space should be provided at the end of the survey for resident comments. The Committee discussed alterations, additions and deletions to the proposed survey. Councilmember Tilley motioned to re-arrange the survey, such that existing section D, should be the first series of questions encountered, thus making it new section A. Councilmember Hurt seconded the motion which passed unanimously, 3 - 0.

Councilmember Streeter moved to add the following questions:

Insert in new section 'A'

Do you feel that traffic speed was a problem along Country Ridge/Schoettler Valley/Highcroft prior to installation of the traffic calming devices?

yes no no opinion

Insert in new section 'A'

Do you feel that traffic volume was a problem along Country Ridge/Schoettler Valley/Highcroft prior to installation of the traffic calming devices?

yes no no opinion

Insert in new section 'E'

Do you feel that traffic speed is now a problem along Country Ridge/Schoettler Valley/Highcroft?

yes no no opinion

Insert in new section 'E'

Do you feel that traffic volume is now a problem along Country Ridge/Schoettler Valley/Highcroft?

yes no no opinion

Councilmember Tilley seconded the motion, which passed unanimously, 3 - 0.

Councilmember Streeter moved to add the following question;

Insert in new section 'C'

Do you feel that the roundabout moves traffic more efficiently and effectively than when the stop signs were used.

yes no no opinion

Councilmember Hurt seconded the motion which passed unanimously, 3 – 0.

Councilmember Streeter moved to add the following question:

Insert in new section 'D'

Do you feel that the lane width adjacent to the landscape medians is adequate.

yes no no opinion

Councilmember Tilley seconded the motion which passed unanimously, 3 – 0.

Councilmember Tilley moved to add the following question:

Insert in new section 'A'

On a daily basis, how many times do you drive through the traffic calming area?

None 0 - 5 6 - 10 More

Councilmember Hurt seconded the motion which passed unanimously, 3 – 0.

Councilmember Streeter moved to add the following question:

Insert in new section 'A'

Have the raised intersections had a calming effect on traffic?

yes no no opinion

Councilmember Tilley seconded the motion which passed unanimously, 3 – 0.

Councilmember Streeter moved to revise existing question B.1 to read as follows:

New section 'C'

Do you support or oppose the roundabout at the intersection of Schoettler Valley and Highcroft, as currently located?

yes no no opinion

Councilmember Tilley seconded the motion which passed unanimously, 3 – 0.

Councilmember Streeter moved to include a response deadline on the survey of two weeks from the date of mailing. Mr. Streeter indicated that if responses were received after that date, they would be recorded, but it was important to include a response deadline to encourage respondents.

Councilmember Tilley seconded the motion which passed unanimously, 3 – 0.

Councilmember Streeter moved to accept the survey as amended. Councilmember Tilley seconded the motion which passed unanimously, 3 – 0.

- 5) **Agenda item #9B:** Mr. Geisel reviewed the memorandum from David Christensen, dated 3/17/00 providing limited traffic data in the traffic calming areas. The memorandum contained traffic data prior to the installation of any calming measures, after the initial installation which included speed humps, and data after the speed humps were removed. While the initial data was very encouraging, with both speeds and traffic volumes decreasing significantly in most areas, but speeds and volumes appeared to revert back to the original conditions once the speed humps were removed. Mr. Geisel advised the Committee that the Engineering Division Staff continues to take traffic volume and speed

counts in the area and that the complete analysis would accompany the opinion survey when it was distributed to residents.

- 6) **Agenda item #9C:** Mr. Geisel reviewed the memorandum from Dave Christensen, dated 3/16/00 summarizing the Department of Public Work's report regarding other jurisdictions who have successfully installed traffic calming and speed humps. Mr. Geisel pointed out that generally, the Fire Department was a function of the municipal government, and was thus more inclined to recognize the trade-offs in traffic and emergency response. Mr. Geisel also pointed out that in most jurisdictions, the emergency providers specified what their "acceptable" response time was, and subsequently worked to achieve that time restriction. Chesterfield Fire Protection has not specified a target response time, but has indicated an unwillingness to accept any reductions in response time, regardless of what the response time is for a specific area. He also indicated that in successful applications, the emergency providers agree to the identity of specific priority response routes and that traffic calming measures are not considered on those corridors. Mr. Herring advised the Committee that the report had been sent to the Chesterfield Fire District, but they had not yet responded.
- 7) **Agenda item #2:** Mr. Dunkle advised the Committee that, per their direction, the Beautification Committee has developed program criteria for a beautification awards program. Councilmember Tilley moved to recommend acceptance of the program as developed by the Beautification Committee. Councilmember Streeter seconded the motion which passed unanimously, 3 – 0.

Mr. Dunkle also reported that the Beautification Committee recommended that the City proceed with the construction of the first phase of the Timberlake Manor interchange landscaping. Mr. Geisel reminded the Committee that he had previously recommended that no additional planting areas be established unless that additional maintenance effort was offset by a corresponding reduction in manpower required at existing locations. In order to accomplish that, the Beautification Committee recommended replacing portions of existing mulched areas with landscape rock to reduce the level of required maintenance. Mr. Geisel indicated that the funds for the first phase of the landscaping at Timberlake Manor was included in the current 2000 budget. Mr. Dunkle indicated that the addition of this planting area would increase the overall cost of maintenance approximately \$5,000 annually. The Committee discussed and agreed that the increased costs for maintenance should be, taken from the total funds provided for beautification purposes. Councilmember Tilley moved to accept the recommendations of the Beautification Committee with regard to Timberlake Manor phase one beautification and the replacement of mulched areas with landscape rock. In addition, the annual \$5,000 costs for maintenance would be funded from the appropriation for beautification projects. Councilmember Streeter seconded the motion which passed unanimously, 3 – 0.

- 8) **Agenda item #7:** Mr. Geisel reported that the River Bend Trustees had surveyed their residents as requested by the Committee, and that they had reported that approximately 65% of the residents had responded that they preferred the white monuments to be removed. Mr. Geisel indicated that this was in conformance with City policy and the Maintenance Division would continue to remove them as time and priorities dictate.
- 9) **Agenda item #8:** Mr. Geisel reviewed the Public Works Citizens Advisory Group minutes and recommendations from the PWCAG meeting dated 1/11/99 wherein the PWCAG indicated that improvements to the Hog Hollow intersection was a potentially viable project and that City Staff should allocate time and resources to conduct preliminary engineering and formulate cost estimates

for various alternatives. Mr. Geisel reminded the Committee that the PW/Parks Committee had asked the PWCAG to review this project prior to City Staff dedicating any manpower or resources to this task. Subsequently, the PWCAG made the aforementioned recommendation and the Public Works Department initiated preliminary engineering efforts. The recommendation of the PWCAG had never been brought back to the PW/Parks Committee for attention. It was Staff's understanding, that upon a favorable recommendation from the PWCAG, work could begin. Staff then began to view the project and began initial engineering studies on the project. Subsequently, as a result of Council comments and resident input at subsequent City Council meetings, Staff was of the opinion that it was Council's direction not to direct any further efforts to this project and the project was not to be considered further. Mr. Herring discussed the City's efforts to date to resolve concerns with the opening of Page Avenue Extension. City Council has concentrated its focus on the acceleration of efforts to complete 141 extension northward from Ladue Road all the way to the Creve Coeur Mill Reliever Road being constructed by Maryland Heights. Further, there are additional efforts to consider the construction of a road from Chesterfield Valley into the Maryland Heights Valley to connect up with River Valley, Hog Hollow, or even Creve Coeur Mill Reliever Road. Residents expressed regarding the time interval between when Page Avenue would open until the 141 extension would be completed. Others expressed concern that the re-alignment of Hog Hollow could potentially impact residents along Stablestone. Mr. Herring indicated that Council had directed him to write a letter to MoDOT to again request interim improvements to the intersection of Creve Coeur Mill Road and Olive Street Road to encourage traffic to utilize this route. Councilmember Streeter moved to receive and file the meeting minutes of the 1/11/99 meeting of the PWCAG. Councilmember Hurt seconded the motion which passed unanimously, 3 - 0.

- 10) **Agenda Item #11:** Mr. Herring informed the Committee that the City was successful in obtaining the grant funds for the Route 340 improvements, consisting of sidewalks, landscaping, and center medians on Clarkson Road from Ladue Road to our southern City limits, and that City Council is required to authorize the execution of the grant acceptance agreement. Councilmember Hurt moved to recommend approval of the ordinance authorizing the City Administrator to execute the grant acceptance agreement, as submitted. Councilmember Streeter seconded the motion which passed unanimously, 3 - 0.
- 11) **Agenda item #10:** Mr. Geisel advised the Committee that the TIF Commission had, at the request and recommendation of the PW/Parks Committee, reviewed and approved the memorandum from Mike Geisel, dated December 16th, 1999 which set forth a specific list of identified critical improvements for Chesterfield Valley, identified and explained a process to allow City Staff to negotiate and leverage special allocation funds to construct said critical improvements, as well as the funding level of \$15,000,000. Mr. Geisel reminded the PW/Parks Committee that this item had been reviewed and approved by the Committee at their January 26th, 2000 meeting, and had been referred to the TIF Commission for their review and approval. Councilmember Hurt moved to recommend the process, funding level, and list of priorities, all as outlined in Mr. Geisel's memorandum dated 12/16/99 to City Council for final review and approval. Councilmember Streeter seconded the motion which passed unanimously, 3 - 0.
- 12) **Agenda item #5:** Councilmember Streeter advised the Committee that at the last meeting of the Parks, Recreation, and Arts Citizen Advisory Committee, the PRACAC recommended that they conduct a public input meeting to solicit resident input on parks. The PRACAC had tentatively scheduled the initial meeting to be held on Thursday, May 4, 2000. The Committee discussed what issues were to be discussed and how the requests for information would be sought. Councilmember

Streeter moved to endorse the PRACAC efforts to conduct public meetings to solicit information with the intent to establish priorities and direction for the future of the parks system without regard to financing mechanisms or timetables. Councilmember Tilley seconded the motion which passed unanimously, 3 – 0.

- 13) Agenda item #12: Mr. Geisel explained that Staff had been working with Mr. Beach for more than two years to develop revisions to the subdivision ordinance related to escrows and the ability of the City to ensure the correct and timely construction of improvements in new developments. During this time, there were changes in the state law which have seriously altered the City's methods in handling escrows and how they can be managed. Specifically, the escrows themselves are no longer to be considered as lump sums and must be segregated and released per infrastructure item. Escrows must be released within thirty (30) days of the completion of the improvement. Mr. Geisel indicated that this has been discussed during the Staff's regular interaction with the Home Builder's Association and that the HBA is not supportive of these revisions. Mr. Geisel advised the Committee that this information is provided for information only. Inasmuch as it represents changes to the Subdivision Ordinance, the Planning Department will conduct public hearings with the Planning Commission and the ordinance and any resident input will be forwarded at that time.
- 14) Agenda item #15: The next regularly scheduled meeting of the PW/Parks Committee is May 24, 2000. Councilmember Tilley moved to adjourn the meeting. Councilmember Streeter seconded the motion which passed unanimously, 3 – 0, and the meeting adjourned at 8:20 p.m.

cc: Mayor Nancy Greenwood
Department Heads/Executive Staff

Trasher 199

7/28/99 rec. fr
Consultant.

July 28, 1999

Mr. Mike Herring, City Administrator
City of Chesterfield
16052 Swingley Ridge Road
Chesterfield, MO 63017

RE: CCE Recommendation for Consultant Selection

Dear Mr. Herring:

As the result of significant review thus far of Trash Hauling circumstances, Citizens Committee for the Environment (CCE) believes the status of Trash Haulers/Trash Hauling Companies is in significant flux which will not quiet soon. Recognizing that, CCE believes a professional TH Consultant of the caliber of Mr. Derrick Standley of The Genesis Group, Ltd., be procured. This would be similar to the process CCE recommended in 1996; however, CCE had won grant funding at that time to purchase a professional consultant for that Trash Hauling Contract (THC). Realizing a public bid process must be undertaken with time constraints, bid specs encompassing the following "Scope of Services" should be included.

"Request for Proposals"

- *Synthesize City and CCE inputs for a revised THC
- *Rewrite the THC
- *Provide services for a final "review" of the THC with potential haulers so as to allow them input to insure a "biddable" THC
- *Evaluate routes (4 Wards, now) so as to insure viable sectors for service and bid
- *Evaluate City and Hauler Interfacing and make any recommendations for improvement thus enhancing overall customer service
- *Provide annual evaluation of the THC through the next RFP (including both Hauler and Resident critique and MRF Audit at minimum.)

Certainly, CCE would request that Mr. Standley be included in the "RFP" mailings. CCE endorses Mr. Derrick Standly for services in this project, but in no uncertain terms would CCE fail to acknowledge the open bid process and what is law. Mr. Standley has demonstrated expertise and has donated time and talent at several meetings. Mr. Standley has suggested a range of \$4,000.00 to \$8,000.00 as an indicator of cost.

(OVER)

July 28, 1999
p. 2 of 2
Mr. Mike Herring

Thank you for your consideration, and we look forward to your reply.

Very truly yours,



Darcy S. Capstick, Chair
Citizens Committee for the Environment

cc: Mayor Nancy Greenwood
Council Liaison Linda Tilley
Mike Geisel, City Engineer/Director of Public Works
Darren Dunkle, Superintendent of Parks, Recreation, and Arts
Holly Taylor, City Liaison, Recreation Coordinator
CCE

A: SCOPE

Consultant shall review previous data, studies, and reports pertaining to waste hauling, recycling, and yard waste in The City of Chesterfield.

Develop alternatives for collection, contracting, and payment methods. The consultant will hold meetings with the Committee of Citizens for the Environment and City staff. to discuss all feasible options for the collection, contracting, and payment methods, including:

- Frequency of service
- Basic service options
- Extra service options
- Billing and payment options
- Routing
- Performance Bonding
- Hauler Reporting
- Containers for Residential trash and recycling
- Containers for City facilities
- Length of contract

The consultant will prepare order of magnitude cost estimates for hauling options the City may select.

Prepare preliminary Invitation for Bids. The preliminary IFB will be developed based upon the options selected by the City. The consultant will consult with the City Attorney during the preparation of the IFB to insure that legal issues are adequately addressed. Upon completion of the preliminary IFB, consultant will present the IFB to the City and other interested parties as directed by the City. A thirty [30] day review and comment period will follow in which City staff, or elected officials may offer input regarding the IFB.

Board of Alderman Work Session. Consultant will attend a Board work session designed to bring aldermen up to date on the waste collection bidding process. Questions and input from the Board will be addressed at this time.

Town Hall Meetings. The City will schedule up to two Town Hall Meetings pertaining to anticipated solid waste collection bid. Consultant will attend both meetings and be available for questions from the public.

Completion of final Invitation for Bids. After the review and comment period, Consultant will incorporate the changes and revisions required by the City.

Assistance during bidding phase. Consultant will develop a prospective bidders list for

use by the City. The City will remain responsible for public notices and advertising, distribution of the IFB to prospective bidders, and official receipt of the bids. Consultant will conduct, in coordination with the City a pre-bid meeting with prospective bidders. Consultant will receive bidder inquiries for clarifications and prepare up to one addendum to the IFB for distribution by the City.

Upon receipt of bids by the City, Consultant will evaluate bids. The evaluation will include a review for conformance to the IFB, ability of the bidder to perform all required services, past performance in municipal solid waste hauling contracts, and bid prices. A complete, written evaluation with a recommendation will be made to the City.

Once a collection Contract is awarded the consultant shall work with the service provider to insure a smooth transition by reviewing customer lists and verifying that all customers are input into the database and routed correctly.

A: PROBABLE COST OF SERVICES

Review Documentation Standley	6 hours @	\$85.00 per hour	\$ 510.00
Evaluate Existing Structure Standley	14 hours @	\$85.00 per hour	\$1,190.00
Develop alternatives Standley	12 hours @	\$85.00 per hour	\$1,020.00
Present alternatives Standley	6 hours @	\$85.00 per hour	\$ 510.00
Prepare Preliminary IFB Standley	8 hours @	\$85.00 per hour	\$ 680.00
Comment/review of Pre-IFB Standley	10 hours @	\$85.00 per hour	\$ 850.00
Complete Final IFB Standley	10 hours @	\$85.00 per hour	\$ 850.00
Develop bidder list Standley	2 hours @	\$85.00 per hour	\$ 170.00
Conduct pre-bid meeting Standley	6 hours @	\$85.00 per hour	\$ 510.00
Pre-bid response Standley	10 hours @	\$85.00 per hour	\$ 850.00
Prepare addendum Standley	4 hours @	\$85.00 per hour	\$ 340.00
Evaluate bids Standley	10 hours @	\$85.00 per hour	\$ 850.00
Assist in contract transition and startup Standley	16 hours @	\$85.00 per hour	\$1,360.00
Totals	114 hours @	\$85.00 per hour	\$9,690.00

Expenses:

Fuel	1,500 @ .31 per mile	\$465.00
Printing		\$500.00
<u>Postage</u>		<u>\$200.00</u>
Total		\$1,165.00
Total Cost of Services		\$10,855.00

Additional costs include:

Town Hall Meetings and other non City forums

Key points for new Waste Hauling Contract for the City of Chesterfield
Chesterfield Citizens Committee for the Environment
July 1999

- 1) Any contract must include recycling as a non-optional component of the service.
- 2) The basic city contract should be for a curbside pickup of all materials once a week using standard-sized trucks.

If residents want a second trash pickup, rear-yard pickup, or to impose special truck restrictions, that should be covered by a separate agreement between the affected residents and the hauler.

It is optional as to whether the city should require notification of the rates for those optional services, in an attempt to prevent price *gouging*, but the committee feels that the haulers should have the freedom to price those optional service based on their costs of delivering them.

- 3) Would prefer to have yard waste pickups as an optional component of the service.

This is negotiable if a non-optional yard waste service significantly streamlines the hauler's operations, leading to fewer service problems and significantly reducing the cost of yard waste pickup for all residents.

To minimize the hauler's service problems, and therefor improve the service received by residents, there should be a minimal number of yard waste pickup options.

Would propose having the haulers bid on a small number of simple options:

- 1) Year-round yard waste pickup for all residents.
- 2) Ninth-month yard waste pickup for all residents.
- 3) Optional yard waste pickup, with year-round pickup for those choosing service.
- 4) Optional yard waste pickup, with nine-month pickup for those choosing service.

- 4) There should only be a single truck picking up each type of material (trash, recycling, and yard waste) in a given area of the city.

Prefer single hauler for all three materials for billing, service establishment, and service complaint convenience of residents, but this is not an absolute requirement.

Prefer single hauler for all areas of the city, for the same reasons as above, but this also isn't an absolute requirement.

It is assumed that significant cost benefits and service *leverage* are achieved by having a single hauler for the entire city.

- 5) The selected hauler will be required to implement specified minimum levels of customer service.

It is suggested that there be separate phone numbers for reporting pickup problems, for starting or stopping service, and for dealing with billing or other issues.

These phone numbers should be clearly indicated in both telephone directories and, ideally on monthly bills, as to which phone number to call to deal with a particular issue, and for which type of service (residential versus commercial).

There should be *fall back* mechanism in place for dealing with a high volume of calls, for example, an automated recording system that is monitored and followed up on.

There must be a clearly defined process for dealing with pick up problems, and insured that the problem is corrected in a timely fashion.

There must be a clearly defined process for dealing with customers who face chronic service problems, and there must be a mechanism that insures that such customers do not continue to suffer from consistently bad service.

There must be a clearly defined process to insure that the truck drivers do not abuse the residents' containers, put them back in inappropriate places, or scatter trash through the neighborhood during trash collection.

- 6) The hauler must insure that any material picked up as part of correcting a missed pick up is handled in the appropriate fashion.

This means that recyclable materials or yard waste must not be landfilled if the hauler misses picking up that type of material on the initial collection.

- 7) The hauler must implement a minimum level of communication with city residents.

There must be a mechanism for clearly communicating the Holiday schedule for each year. It is suggested that the dates where Holiday schedule will be in effect be communicated in customer bills, in the City Newsletter, and in any recorded messages which play while customers are on hold awaiting to talk with a hauler's representative over the phone.

- 8) The preference is for annually renewable contracts, even if the contract is negotiated for a longer overall period of time.

July 28, 1999

p. 1 of 2 rfpo

OVERVIEW TO 7/28/99 CCE LETTER OF RECOMMENDATION

As you know on 5/18/99 City Council directed the Citizens Committee for the Environment (CCE) to work with Mr. Herring, City Administrator, to prepare bid specifications for trash hauling subsequent to City Council's vote to extend our current Trash Hauling Contract (THC) for a fourth optional year, i.e., from July-end, 1999, through July-end, 2000. Since CCE is a microcosm of our City, and since November, 1998, CCE undertook a review of "the status of waste" initiated by CCE's recommendation of Nov., 1998, as requested by PW/P.*

I. At Jan., 1999, CCE meeting, Mr. Derrick Standley of The Genesis Group, Ltd., professional waste/trash consultants reviewed: Solid Waste Composition Study and MW Assistance Program: Recyclables Transfer Point - this included a synopsis of "State Trends and Issues".*

II. At Feb., 1999, meeting, CCE discussed what was critical to be included in a THC as requested by PW/P, *

III. At 3/99 meeting, CCE discussed the THC critical paths.

IV. At 4/99 meeting, CCE discussed PW/P decision and input to have City Council vote in May for THC.

V. At 5/99 meeting, CCE discussed citizen concerns brought to City Council and to CCE members, participated in the regional MORA Conference at Maryville University at the "State Objectives" and "Trash Haulers Roundtable" Sessions, reviewed Mr. Herring's letter, and requested City Council to provide their input to CCE regarding a criticism of the THC.

VI. At 6/99 meeting, CCE reviewed citizens' input, CCE members input, City Councilmen's input, PW Liaison input, MORA's sessions, the County's direction regarding unincorporated areas, and the EPA's "Pay as You Throw" video, etc. CCE decided to have a Special Work Session to synthesize source inputs on 7/8/99.

VII. At 7/99 meeting, Mr. Standley returned to update us on state/regional trends and "state of the art" in Trash Hauling. CCE requested inputs from residents and our current Trash Hauler thereby completing TEN sources of inputs. Another Special Work Session is scheduled on 8/5 to synthesize and to refine further CCE's 7/99 "Key Points for New Waste Hauling Contract in Chesterfield."* By 8/20 resident input and, hopefully, our Trash Hauler's input will be received. CCE will digest this, and produce an updated 9/99 "Key Points for New Waste Hauling Contract in Chesterfield." Routinely, CCE monitors curbside recycling participation rates and in June, asked Mr. Herring's input on customer service. Any newspaper article which CCE locates is part of our "Read File" on Trash.

Therefore, CCE maintains that:

*Cities are unique and provide limited comparisons,

*Landfills continue to close in MO, and statewide we should be at 40% diversion of solid waste from landfill, but we are at ap. 30% (some landfills are public and some are private),

p. 2 of 2 rfpo

*MO is the ap. 5th. largest solid waste exporter in the country, and

*Trash Haulers/Trash Hauling Companies are in flux.

In an effort to manage and balance the foregoing for City and residents, and in order for our City to prepare itself BEFORE receiving 9/99 "Key Points for New Waste Hauling Contract in Chesterfield," retention of a professional Trash Hauling Consultant is recommended. Refer to 7/28/99 letter to Mr. Herring.

*Memoranda generated. All public meetings generate minutes.

September 30, 1999

Mr. Michael G. Herring, City Administrator
City of Chesterfield
16052 Swingley Ridge Road
Chesterfield, MO 63017

10/5/99
cc: Mayor
City Council
Mike Berriel
Bonnie Huber

Dear Mike:

The Citizens Committee for the Environment is pleased to present the results of our investigation into the issues surrounding waste collection in the City of Chesterfield. The focus has been on identifying the issues that must be addressed in bid specifications if the City decides to seek competitive bids for a new citywide waste collection contract. We have chosen to present our results as a set of key points. Our primary goal was to catalogue what we perceived as the most important issues surrounding a citywide waste collection contract. In some cases we have stated preferences or suggestions for how we feel issues might be resolved, but we felt that the most important task was to gather an exhaustive list of the issues which must be dealt with in drawing up a new contract. We have tried to deal in some fashion with all the issues that were detailed in your letter of May 18. In some cases the issues are simply noted as ones that must be resolved or decided, presumably by the City leaders. In other cases, such as the issue of how the City should be divided for waste collection purposes, consultation with the haulers will probably be necessary, ideally with involvement by the consultant that we have recommended that the City engage to assist with the final preparations for developing contract bid specifications.

There have been a number of inputs during the process of developing this set of issues. Much of it has come from discussions by members of the Committee and our City Council Liaison, Linda Tilley. Other elected officials and City staff members have also been consulted for their views and opinions about the key issues surrounding waste collection. A number of newspaper and magazine articles have also appeared dealing with waste collection issues during the period of our review, and there have been relevant roundtable discussions and presentations at conferences during the period. Finally, there were the comments received from residents who responded to the questionnaire that appeared in the City newsletter.

As we are sure you are abundantly aware, this is a very uncertain and dynamic time in the waste collection business, with haulers coming, going, merging, and dealing with labor unrest. The City probably needs to go through the bid process to try to secure the best possible services for its residents, but it is not at all clear what the cost side of the equation will be. Probably the greatest potential source of both cost reduction and service improvement is in the simplifying of the yard waste collection options. Although there has been significant clamoring among some residents and elected officials for abandoning the exclusive citywide contract, the Committee still feels strongly that an exclusive contract is the best tool we have available for addressing all of the issues surrounding waste collection. The Committee also feels strongly that engaging the

services of a professional, such as Derrick Standley, to work with the City staff during the final contract development stages gives us the best chance of coming up with a contract that will help insure the best services that can be obtained in this uncertain waste collection environment.

We stand ready as always to review and discuss these issues with the staff and Council and to provide any further assistance of which we are capable as the City moves forward in dealing with this important issue.

Sincerely,

Darcy Capstick
Ken Denson

Darcy Capstick

Ken Denson

On behalf of the Citizens Committee for the Environment

Key Points for a new Waste Hauling Contract for the City of Chesterfield
Chesterfield Citizens Committee for the Environment
September 30, 1999

- 1) Any contract must include recycling as a non-optional component of the service.
- 2) The basic city contract should be for a curbside pickup of all materials once a week using standard-sized trucks.

If residents want a second trash pickup, rear-yard pickup, or to impose special truck restrictions, that should be covered by a separate agreement between the affected residents and the hauler.

There is an unresolved issue of how to deal with residents with handicaps who need special pickups because of difficulty in getting containers out to the curb. If there is an accommodation possible, the hauler would probably need to deal with them on an individual basis.

It is optional as to whether the city should require notification of the rates for those optional services, in an attempt to prevent price gouging, but the committee feels that the haulers should have the freedom to price those optional service based on their costs of delivering them. There is strong support for the hauler publishing rates for the optional services, perhaps giving different price levels depending upon the number of customers who sign up for optional services in a given area.

- 3) It would be preferable if yard waste pickups were an optional component of the service.

This is negotiable if a non-optional yard waste service significantly streamlines the hauler's operations, leading to fewer service problems and significantly reducing the cost of yard waste pickup for all residents.

To minimize the hauler's service problems, and therefore improve the service received by residents, there should be a minimal number of yard waste pickup options.

Would propose having the haulers bid on a small number of simple options:

- 1) Year-round yard waste pickup for all residents.
- 2) Ninth-month yard waste pickup for all residents.
- 3) Optional yard waste pickup, with year-round pickup for those choosing service.
- 4) Optional yard waste pickup, with nine-month pickup for those choosing service.

The chosen hauler should pick up both Halloween pumpkins and Christmas trees as yard waste, even for customers who aren't signed up for optional yard waste collection.

There have been requests to determine whether any of the haulers would bid on curbside leaf vacuuming service in the Fall. If available, this would presumably be an extra cost service.

- 4) There should only be a single truck picking up each type of material (trash, recycling, and yard waste) in a given area of the city.

There is a preference for a single hauler for all three materials for billing, service establishment, and service complaint convenience of residents, but this is not an absolute requirement.

There is a preference for a single hauler for all areas of the city, for the same reasons as above, but this also isn't an absolute requirement.

There is a strong preference for a single day for pick up of all three types of material in a given area of the city, for the convenience of residents and to encourage participation in recycling.

It is assumed that significant cost benefits and service *leverage* are achieved by having a single hauler for the entire city.

Any division of the city into different areas for waste pickup must be understandable to residents, in addition to being convenient for the haulers. There is a preference for the current scheme of division basically by Wards, because residents are already used to it. Any division scheme should use major streets or other natural boundaries as dividing lines.

- 5) The selected hauler will be required to implement specified minimum levels of customer service.

It is suggested that there be separate phone numbers for reporting pickup problems, for starting or stopping service, and for dealing with billing or other issues.

These phone numbers should be clearly indicated in both telephone directories and monthly bills as to which phone number to call to deal with a particular issue, and for which type of service (residential versus commercial).

There should be a *fall back* mechanism in place for dealing with a high volume of calls, for example, an automated recording system that is monitored and followed up on. Other suggestions would be E-mail, voice mail, and a website for reporting of delivery problems by customers.

There must be a clearly defined process for dealing with pick up problems and for insuring that problems are corrected in a timely fashion.

There must be a clearly defined process for dealing with customers who face chronic service problems, and there must be a mechanism that insures that such customers do not continue to suffer from consistently bad service.

There must be a clearly defined process to insure that the truck drivers do not abuse the residents' containers, that they do not put them back in inappropriate places, and that they do not scatter trash throughout the neighborhood during trash collection.

The City should have available to it at all times a list of the names and phone numbers of all customer service representatives, and their supervisors, who have responsibility for the Chesterfield areas and types of pickups.

Some mechanism must obviously be provided to sort out the problem of customers who are missed because they are late placing their materials out at the curb.

- 6) The hauler must insure that any material picked up as part of correcting a missed pick up is handled in the appropriate fashion.

This means that recyclable materials or yard waste must not be landfilled if the hauler misses picking up that type of material on the initial collection.

- 7) There must also be a mechanism for verifying that all materials picked up as a part of normal collections are handled in the appropriate fashion.

This can include auditing of MRF receipts and the like, but one primary goal is to assure both residents and city officials alike that all material put out for recycling is in fact being recycled rather than taken to landfills.

If the hauler uses a single vehicle under some circumstances for picking up more than one type of material, then it will be necessary for the hauler to educate residents that this is occurring and reassure them that materials are being handled properly. In those circumstances, some type of regular verification of appropriate handling will probably also be necessary. One suggestion would be that a brochure could be made available for drivers to give to residents who questioned the hauler's procedures.

- 8) The hauler must implement a minimum level of communication with city residents.

There must be a mechanism for clearly communicating the Holiday schedule for each year. It is suggested that the dates where Holiday schedule will be in effect be communicated in customer bills, in the City Newsletter, and in any recorded messages which play while customers are on hold waiting to talk with a hauler's representative over the phone.

The pick up schedule should appear in each quarterly City Newsletter.

An article listing recyclable tonnage, and any other useful information, should appear at least annually in the City Newsletter.

The hauler should keep updated at least annually the list of acceptable recyclable materials for its *Recycle Right* handout, which in turn will allow Chesterfield's *Waste Reduction Guide* to be kept current. It is also suggested that this information should appear regularly in the City newsletter.

It is suggested that at least annually, the hauler could conduct some type of user satisfaction survey by including a postage-paid reply card in bills, where the cards would be returned to the City rather than the hauler. This survey could become a component of an annual evaluation carried out by the City.

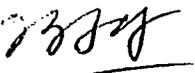
- 9) It is desired that multi-family units be incorporated, over time, into the same waste-hauling framework as single-family residences.

In addition to helping achieve the goal of insuring that all City residents, regardless of the type of housing in which they live, have access to recycling services, it is assumed that there would be advantages in economy of scale to the hauler(s) chosen for single-family service if they also had the multi-family service.

- 10) There should be a provision for negotiating for the pickup of both trash and recyclable materials at all City facilities and City-sponsored events. An educational presence by the hauler at City events is also desirable.
- 11) Although it will most likely be desirable to negotiate a multi-year contract for waste pickup, there should be some type of regular review of the hauling contract to both determine the acceptability of the services being provided to residents, and to allow the hauler to raise issues which may be interfering with efficient delivery of services. The City will obviously want to retain a provision for terminating the contract if service is determined to be unacceptable. If the proposal to the City Council is accepted to retain a consultant to do annual evaluations of waste hauling services, that evaluation could provide input for deciding whether to continue with a contract or go out to bid again.
- 12) Any hauler(s) chosen to provide the recycling component of the service should have a commitment to, over time, expanding the list of collected recyclable materials, as market conditions allow. Particular materials of interest include all types of mixed paper and junk mail, corrugated cardboard and chipboard, and additional plastics beyond the Number 1 and Number 2 plastics currently collected.
- 13) It is also suggested that if customer service has improved sufficiently with Allied/Midwest Waste, and if all issues surrounding the appropriate handling of materials when dealing with service misses and inclement weather are resolved, it may be desirable to investigate renewing the contract with Allied for the fifth optional year, either with or without modifications in service (yard waste, number of pickups, etc.).

City of Chesterfield

TO: Darcy Capstick, Chairperson - C.C.E.

FROM: Michael G. Herring, City Administrator 

DATE: August 25, 1999

RE: Survey results

Attached, for review by you and the members of the Citizens Committee for the Environment, is a summary of the responses received to the recent "survey" contained within the August, 1999 issue of the Chesterfield Citizen newsletter.

In reviewing this information, several things seem apparent to me, which I will highlight within this memo, for your consideration/review:

To begin with, given the very limited response, there is no way to fairly interpret these results as being an accurate sample of our community. Having said that, however, of those responding, fully 61% feel that the City should continue to negotiate, on behalf of our residents, the best price for waste hauling services. 62% feel that residents should NOT be allowed to select their own firm for these services. Only 23% observed that the current arrangement has NOT reduced trash truck traffic throughout the City. There seems to be a split (52%-48%) re: whether or not the City's contract should continue to offer a wide variety of service options, as opposed to simply standardizing the service (1X per week, citywide, for example). The greatest number who voted "no" on this question mentioned having rear-yard collection and being physically unable to take their garbage to the curb. Fully 70% do NOT want the City to select one day for solid waste collection citywide, as opposed to the current arrangement.

These results, in my opinion, while clearly not being a valid sample, certainly point to what I have perceived to be the generally-held

opinion that our efforts to standardize collection and regulate/limit service providers are welcomed and supported by the majority of our residents. It's especially important to note that, typically, those who would want the City to stop doing what it is doing are the ones most likely to respond to a survey. You will note, when you read the actual survey results, which are being forwarded to you under separate cover, that many people provided very positive, supportive comments, along with their letters/e-mails or faxes.

Finally, please note that I responded to every person who sends his/her response by e-mail or fax. Those who responded by simply clipping the survey out and mailing it back have not been responded to. You may wish to do this, if addresses were provided.

If you have any questions, please let know. THANKS!

cc: Mayor/City Council
Dept. Heads/Exec. Staff

Wasthauling survey

TRASH HAULING SURVEY AUGUST 1999							Total
Not each response spoke to every issue.							Responses
CHESTERFIELD CITIZEN NEWSLETTER	YES	% Yes	NO	% NO	?	% ?	49
City negotiates best price	14	61%	9	39%			23
Residents select their own firm	11	38%	18	62%			29
Has current contract reduced trash truck traffic	16	53%	7	23%	7	23%	30
Wide variety of service	15	52%	14	48%			29
One day city wide for trash collection	5	19%	19	70%	3	11%	27
Renew current contract/no changes/to 2001	16	57%	11	39%	1	4%	28
Should City attempt to regulate this industry	16	53%	12	40%	2	7%	30
OTHER RESPONSES							# of responses
	YES	% Yes	NO	% No	?	% ?	49
Expand recycle categories at curbside	3	100%					3
Choose to recycle or not	4	100%					4
Install a Bulky Trash Policy	3	100%					3
Install curbside leaf pick up	1	100%					1
Prefer trash cans replaced in the driveway			1	100%			1
Prefer trash cans replaced in the on grass	1	100%					1
Suggestions to improve the situation							# of responses
	YES	% Yes	NO		?		49
Schedule and manpower so workers are not so rushed and leave litter behind	7	100%					7
Fomulate quality control policies w/penalties	5	100%					5
Separate days for different categories so owner can reuse containers	1	100%					1
Trash vehicles should be maintained so that they do not damage streets	1	100%					1
Have an inspector pass through each subdivision	1	100%					1
Provide homeowners w/reason why trash was left behind	1	100%					1
Split the business	1	100%					1

Wasthauling survey

TRASH HAULING SURVEY AUGUST 1999				Total Responses 49
Not each response spoke to every issue.				
CHESTERFIELD CITIZEN NEWSLETTER				
	YES	NO	?	
City negotiates best price	14	9		23
Residents select their own firm	11	18		29
Has current contract reduced trash truck traffic	16	7	7	30
Wide variety of service	15	14		29
One day city wide for trash collection	5	19	3	27
Renew current contract/no changes/to 2001	16	11	1	28
Should City attempt to regulate this industry	16	12	2	30
OTHER RESPONSES				
	YES	NO	?	# of responses
Expand recycle categories at curbside	3			3
Choose to recycle or not	4			4
Install a Bulky Trash Policy	3			3
Install curbside leaf pick up	1			1
Prefer trash cans replaced in the driveway		1		1
Prefer trash cans replaced in the on grass	1			1
Suggestions to improve the situation				
	YES	NO	?	# of responses
Schedule and manpower so workers are not so rushed and leave litter behind	7			7
Fomulate quality control policies w/penalties	5			5
Separate days for different categories so owner can reuse containers	1			1
Trash vehicles should be maintained so that they do not damage streets	1			1
Have an inspector pass through each subdivision	1			1
Provide homeowners w/reason why trash was left behind	1			1
Split the business	1			1

JIM McCARTNEY
632 Packford Drive
Chesterfield, MO. 63017-7027
Phone: 636-391-0243

August 17, 1999

Michael Herring
City Administrator of Chesterfield
16052 Swingley Ridge Road
Chesterfield, MO. 63017-2080

Attention: Citizen's Committee for the Environment

Re: Chesterfield's Trash & Recycling Contract

Dear Mr. Herring:

I am responding to CCE's request for feedback regarding Chesterfield's trash and recycling contract. The following comments refer to the questions asked in the latest issue of the Chesterfield NewsLetter.

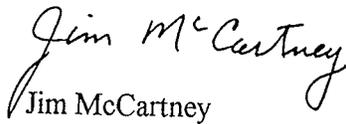
1. As long as the City restricts trash pick-ups to only one(1) waste hauling firm, the City has responsibility to negotiate the best price for the waste hauling service for the residents of Chesterfield.
2. I'm sure the current contract has reduced trash truck traffic within our sub-division. Of equal importance is the fact it has also reduced the number of days the residents need to put trash cans and recycle bins, etc., at the curb for pickup the next day. When we had two(2) pickups a week, by 2 or 3 trashhaulers, we had trash at the curbs throughout our subdivision every day of the week.
3. I question the need for a second weekly pick up. One scheduled weekly pick-up is sufficient.
4. For a city of the area of Chesterfield, I'm sure it is not practical to require one trash hauler to pick up all the trash throughout Chesterfield in one day. The biggest problem we have regarding trash collection is the "haste" of the employees of the current trash hauler as they pass through our sub-division. It seems they are working under a "percentage" or "piece-meal" contract. I have witnessed times where trash spills onto the street as the employee dumps the trash can contents into the truck, or the employee "throws" the empty can on the lawn as the truck moves on, etc. Last fall as the truck came by the driver jumped out of the truck to pick up a can at the front of the truck as the other 2 workers were dumping trash into the back of the truck. Suddenly the truck began to roll backward down the grade of our street. It rolled about 40 feet before the driver was able to jump back into the truck and stop it. It was a near disaster for the 2 workers working at the back of the truck.

Mike, # -
I gave one to Dan
along w/ a note and
an updated Spread
Sheet in addition to
the spreadsheet I sent
you recently in your
memo. See attach
Spreadsheet for update
I advised he that the
response can be of
your memo would
written & signed.

Just this past Thursday I was behind a BFI truck on the 2 lane section of Baxter Road between Country Ridge and the power lines. One worker threw 2 large boxes into the back of the truck and quickly walked ahead to the next house. As the truck started up the 2 boxes fell out of the back onto Baxter Road. I had to honk my horn several time to get the employees' attention to come back for the boxes. In general, I feel the handling of the trash by the employees can be improved by being a little more careful.

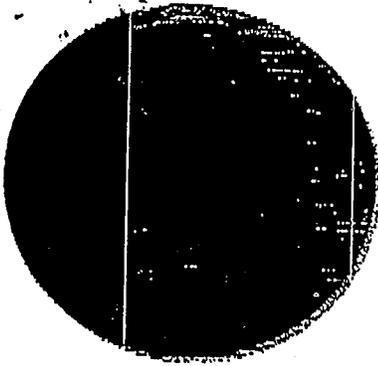
I do feel recycling is a very important matter in today's environment. I also feel many residents are not recycling all their cans, plastic containers, glass, newspapers, etc. **I suggest the Citizens Committee for the Environment initiate a program to further educate the residents on the benefits and importance of recycling.**

Sincerely,


Jim McCartney

Wasthauling survey

TRASH HAULING SURVEY AUGUST 1999							Total
Not each response spoke to every issue.							Responses
CHESTERFIELD CITIZEN NEWSLETTER	YES	% Yes	NO	% NO	?	% ?	50
City negotiates best price	15	63%	9	38%			24
Residents select their own firm	11	38%	18	62%			29
Has current contract reduced trash truck traffic	17	55%	7	23%	7	23%	31
Wide variety of service	15	50%	15	50%			30
One day city wide for trash collection	5	18%	20	71%	3	11%	28
Renew current contract/no changes/to 2001	16	57%	11	39%	1	4%	28
Should City attempt to regulate this industry	16	53%	12	40%	2	7%	30
OTHER RESPONSES							# of responses
	YES	% Yes	NO	% No	?	% ?	50
Expand recycle categories at curbside	3	100%					3
Choose to recycle or not	4	100%					4
Install a Bulky Trash Policy	3	100%					3
Install curbside leaf pick up	1	100%					1
Prefer trash cans replaced in the driveway			1	100%			1
Prefer trash cans replaced in the on grass	1	100%					1
Suggestions to improve the situation							# of responses
	YES	% Yes	NO		?		50
Schedule and manpower so workers are not so rushed and leave litter behind	8	100%					8
Formulate quality control policies w/penalties	5	100%					5
Separate days for different categories so owner can reuse containers	1	100%					1
Trash vehicles should be maintained so that they do not damage streets	1	100%					1
Have an inspector pass through each subdivision	1	100%					1
Provide homeowners w/reason why trash was left behind	1	100%					1
Split the business	1	100%					1

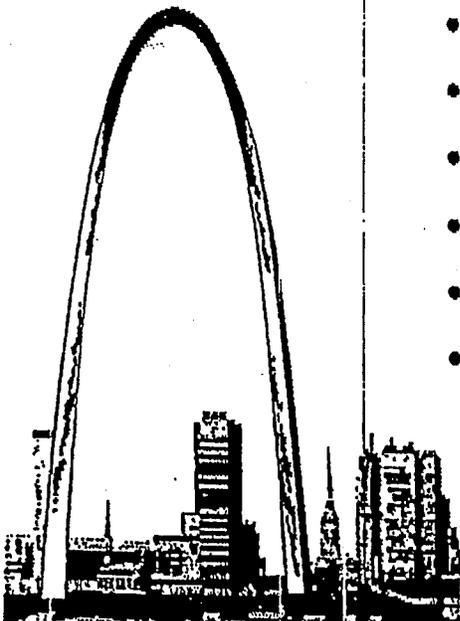


Genesis Consulting Group, Ltd.

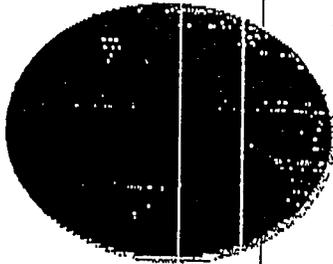
8460 Watson Rd. Ste 225. St. Louis, Missouri 63119

The Genesis Group is a St. Louis based Corporation established in 1991. Genesis is dedicated helping the municipal and private sectors better serve their solid waste, and recycling clients. We accomplish this goal through our efforts in the following areas:

- Strategic Planning
- Market & Pricing Profiles
- Municipal Solid Waste Proposal/Bid Specifications
- Municipal Contract Negotiation/Development
- Waste Reduction & Recycling Projects
- Recycling, Transfer, & Disposal Permitting
- Route & Equipment Organization
- Regulatory Compliance Assistance



Telephone 314 822 1017 Fax 314 525 252



Summary of Professional Staff Qualifications:

- | | | |
|------------------------------------|-----------|----------------------------|
| • James F. McCaul, III, PE, LS, | President | Engineering & Survey |
| • C. Dale Elifrits, Ph.D., GeE, RG | Principal | Geological Engineer |
| • Derrick Standley | Principal | Solid Waste Ops & Planning |
| • Bruce F. Rich, PE, | Principal | Engineering & Planning |
| • Norber O. Schmidt, Ph.D., PE | | Engineering & Soils |
| • Alan R. Berry | | Design & Drafting |



Missouri Past & Present Clients

- | | | |
|--------------------------|------------------------------|---------------------------------|
| • St. Louis County | • Southeast SWMD | • American Disp Service, Inc. |
| • Pemiscott County | • East Central SWMD | • Armstrong Environmental |
| • Phelps County | • St. Louis - Jefferson SWMD | • Browning Ferris Industries |
| • Washington County | • Boothill SWMD | • Continental Waste, Inc. |
| • City of Brentwood | • Appliance Recyclers | • Horizon Waste Services, Inc. |
| • City of Florissant | • Calphis Corp. | • Modern Sanitation |
| • City of Fredricktown | • BCR Recycling | • Republic Waste, Inc. |
| • City of Maplewood | • Earth Circle Recycling | • Superior Waste Services, Inc. |
| • City of Pacific | • St. Louis CAI | • Swinger Sanitation |
| • City of Rolla | • Lemay Fire Protection | • Waste Management, Inc. |
| • City of St. Clair | • Lemay Citizens Task Force | • WaCo Landholding (SLF) |
| • City of St. Robert | • Mehleville Fire Protection | • D&L Sanitary Landfill |
| • City of Town&Country | • Bayless School District | • Washington Cnty Landfill |
| • City of Webster Groves | • Hancock School District | • TriStar Landfill Development |
| | • Mehleville School District | • Purcell Tire Company |

St. Charles - 9/99

Genesis Consulting Group, Ltd.

Derrick Standley

Experience

1991 - 1999 Genesis Group, Ltd., St. Louis, MO

Senior Partner - Operations

- Responsible for financial performance and administrative/managerial functions
- Responsible for market development activities
- Manage and direct private operations activities

1993 - 1994 American Disposal Services, Inc., Burr Ridge, IL

Regional Development Manager

- Participated in the start-up of ADSI as a National waste company
- Responsible for development expense budgeting
- Participated in planning and budget development for six hauling divisions
- Responsible for new market investigation in twelve states
- Participated in due diligence activities on thirty-four companies
- Participated in re-routing operations for SW Missouri, SE Kansas, and NW Arkansas

1989 - 1991 Waste Management of North America, Inc., Westchester, IL

Development Consultant

- Participated in several development studies across Missouri
- Participated in several material flow studies across Missouri
- Participated in the acquisition of several companies along the I-44 corridor
- Responsible for keeping WMI Regional personnel abreast of meetings at the State and local level in Missouri.

Education

- Graduated BS-Business Administration, - English - Columbia College, Columbia, MO.

Professional Activities

- SB-530 State Landfill fund Committee 1991
- SB-530 State Waste Tire Committee 1992
- U.S. EPA Region 7 Industry Focus Group 1997
- MDNR Public Participation Legislation Committee 1998-1999
- East Central Oklahoma Technical Advisory Committee(ADSI)1994
- South East Kansas Waste Advisory Committee(ADSI)1994
- North West Arkansas Waste Advisory Board(ADSI)1994
- Ozark Rivers Solid Waste Management District
 - Waste Tire Committee 1993,
 - Household Hazardous Waste 1992
 - Recycling Committee 1992

Affiliations and Organizations

- Member, Missouri Waste Control Coalition
- Member, Missouri Recycling Association
- Member, Solid Waste Association of North America
- Member, National Solid Waste Management Association

Other Affiliations

- Trustee, United Methodist Church, Osage Beach, MO.
- Member, United Methodist Men, Osage Beach, MO.
- Disabled American Veterans (US Army)

Solid Waste and Recycling Market Studies and Investigations

- Central Missouri (23 Counties) WMI
- Fort Leonard Wood Missouri(7 Counties) WMI
- East & Southeast Missouri (9 Counties) CWI
- Missouri State Wide Solid Waste Study BFI
- St. Louis & Gateway(9 Counties) BFI
- Eastern Missouri (13 Counties) RWI
- North Missouri (27 Counties) ADSI
- Birmingham Alabama (5 Counties) ADSI
- Southern Alabama (4 Counties) ADSI
- Northwest Arkansas (4 Counties) ADSI
- Jacksonville Florida (3 Counties) ADSI
- Atlanta Georgia (5 Counties) ADSI
- Columbus Georgia (2 Counties) ADSI
- South-central Georgia (9 Counties) ADSI
- Southern Illinois (7 Counties) TriStar
- New Jersey(12 Counties) ADSI
- Southeast Kansas (9 Counties) ADSI
- Central Ohio(11 Counties) ADSI
- Eastern Oklahoma (16 Counties) ADSI
- Eastern Pennsylvania(23 Counties)ADSI